The 7-Minute Phone Call

The 7-Minute Phone Call

*How to get more sh*t done in less time*

Dr. Connor Robertson

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This book is dedicated to my grandfather, Dave Robertson.

He taught me all the things school didn't — the trades, home building, electronic design, motors, and innovation.

He was a man with many talents, dedicated to always teaching others how to think, conceptualize and solve problems.

TABLE OF CONTENTS

Introduction

Section 1: EPAD and the Mindset

Chapter 1 Focus 1

Chapter 2 Ask Why 19

Chapter 3 Get Efficient 31

Section 2: Identifying Bottlenecks

Chapter 4 Eliminating Waste 54

Chapter 5 Measuring Value 72

Chapter 6 Education vs. Schooling 78

Section 3: Technology

Chapter 7 Systems and Virtual Assistants 103

Chapter 8 Work to Live 114

Chapter 9 Planning Your Day 126

Section 4: Implement

Chapter 10 Automation 141

Chapter 11 Making Money Work 154

Chapter 12 Putting It All Together 172

Section 5: Bonus

Extra Resources 180

FOREWORD

In August of 2018, I was sent a LinkedIn message about a product in rehab space. After a few days of messages back and forth, there was no way I was going for the $5,000 product he was selling, but what I did like was the way he was selling it to me. One month later, I was heading out to teach at a chiropractic school, and I remembered that conversation from August and that sales guy who was a chiro. He was talking tons about automation, scaling systems, and finding ways to save time but also sell more and all that came flooding back into my brain. I called him up and said, "Hey, come down to Atlanta and let's meet in person." Immediately he replied, "Great, let's make it happen."

At the time, I had no clue why I paid for this guy to fly to Atlanta, but that was proven to me shortly after his arrival. As I was about to walk out and deliver my talk, I turned around and said, "I want automation that is going to get info to everyone and connect it to my warehouse so I can send follow-ups and samples." Then I walked out and gave my talk. When I finished, I walked to the back of the room and,

before I said another word, he handed me an iPad and said, "Done."

I looked at him and asked, "So what are you?" He replied, "I'm a chiropractor." My response was, "Are you sure about that?"

That person is the author of this book, Connor Robertson. After more than 15 years of being engaged in the healthcare space, working for large corporations and even starting my own business I can tell you that Connor Robertson not only thinks in the language of scaling businesses and optimizing systems, but he also genuinely lives all these same ideals with his entrepreneurial endeavors.

This book is not a collection of what things were like in "yesteryear." It is the direction in which the American economy of business is moving. As this evolution of small business and innovation accelerates faster with each passing day, the reality that smart systems need to be in place to grow is a constant. When the CEO is also the CFO, CMO, customer service, shipper, and office manager all at the same time, time is precious.

Connor will show you not only how to get back the time you are wasting but also how to get the focus you need to scale your business to the next level. This is the book you need to start your business off right and with the times.

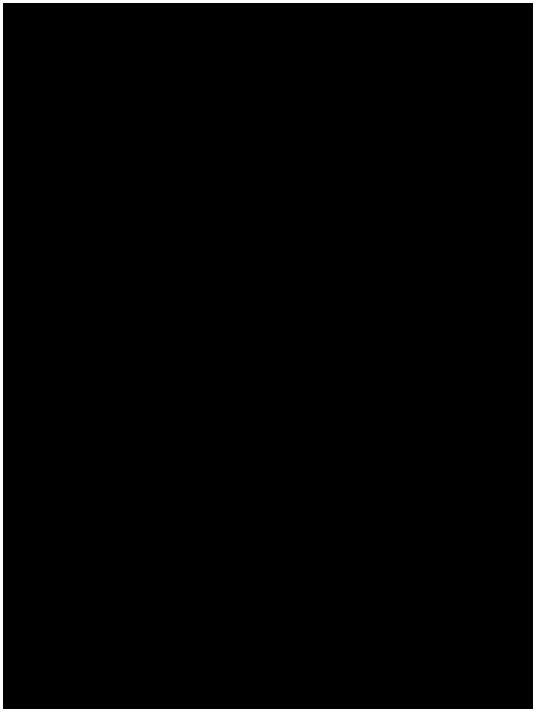
Keith J. Cronin, DPT

Dr. Cronin is the owner of Sports and Healthcare Solutions, LLC, and a physical therapist. His company provides consulting to businesses worldwide on matters of sales, distribution, marketing, and development. He has published articles with a variety of outlets including MomsTEAM.com and the American Coaching Academy.

INTRODUCTION

Why this book was written

The purpose of this book was to take years of experience in a variety of business and personal ventures and compile it into something that would be useful to entrepreneurs around the world. There are many self-help books already published that talk about the high-level benefits of studying, learning, mentorship, personal development, sales, marketing, and other core business concepts. Still, I wanted this book to be a place where someone could go to find new ways to leverage three things: time freedom, location freedom, and financial freedom. By understanding and creating steps that can be implemented in real-time, it is my goal to serve 1000 small business owners or entrepreneurs who are looking to grow their existing business or start a new business.



I attribute a large portion of my business success to my lack of trust in the standard educational system. I spent many years going through the central education system and have had experience in both undergraduate studies in Canada and the United States, along with doctorate-level training while becoming a Chiropractor. Formal education has taught me there is no value in listening to people who have not tested concepts in their teaching in the real world. There is enormous value in learning, but we know that time and time again, formal education is the fastest way to achieve middle-

class status. Forty years ago, a degree meant something, but today that is not the case.

My vision for writing this book is to show people that there are efficient, effective ways to contribute to the world and create a lot of wealth in the process, without having to take on large amounts of debts (both financially and temporally).

I respect and value all my educational peers and educators over the years – without them, I would know a lot less. That said, the time to learn is always. Never settle for just enough and believe that growing is a life-long pursuit. Following the steps and processes laid out in the coming chapters, you will gain more than most ever do in the standard educational system.

What is E.P.A.D?

EPAD is a concept that was brought together from reading a variety of books over the last 3 years. One of the things I tried to do while reading other books was to figure out how many common points there were between each of the authors' ideas. Some of the books were self help, some were professional development and some were just pure business books.

The most common thread between each of the books was the management of time, money and the interface between personal and business life. This is where EPAD was born. EPAD stands for Eliminate, Prioritize, Automate and Delegate….In my opinion these are the 4 things that pretty much every book I have read has talked about. They don't all go into super fine detail but at the surface they all talk about the same things.

When I was deciding how to structure a concept for the book, I implemented EPAD in my business with my partner Keith. At the time, I was reading the 4 Hour Work Week from Tim Ferris and he mentioned information overload, which is essentially just the flow of information that we get day to day...reading, television, podcasts, blogs, etc. He explains in his book that the first step is to reduce the information overload. This is where Elimination(the first step of EPAD) came into play. I realized while trying to implement some of his strategies, that Elimination needs to be the forefront of pretty much everything you do.

If you can sit back in your business and look at all the pieces and determine what is absolutely essential, you start to realize that about 40-50% of the tasks you do day to day can be eliminated.

That brings us directly to Prioritization….the next step in EPAD. The reason I put this as a strong second was it was

impossible to do step 3 and 4 of EPAD if you didn't really know what was important. For that reason we have to heavily focus tasks and decide whether or not they are important. Here is how we did it. Immediately ask ourselves, " What would happen if we just stopped doing this task going forward.". If the answer to that was "nothing", then the task was eliminated as per step one. If the answer was "no" - we knew it was a priority and therefore could be put on a list to evaluate step 3 and 4 of EPAD which is Automation and Delegation.

As time has gone on, I have started to realize that Automation and Delegation are not equal. Originally it was my belief that things could be either automated OR delegated. Some tasks could be delegated to another team member while other tasks could simply be automated through software and technology.

After spending the last 6 months trying this out, I realized the idea fundamentally went against what I was trying to achieve - **efficiency**. So at that point in time, I immediately decided to try and automate all tasks before delegating them to someone on the team

The best example that I can provide of EPAD is email. The very first step of making your email more efficient should be elimination...It Would be totally illogical to start

automating and delegating tasks from emails to other people on the team if they simply could just be eliminated.

Could I get a virtual assistant to check my emails and delete garbage emails everyday? Yes, Absolutely...but instead, could I just unsubscribe myself from everything to see what was really important? Yes again. That really started to bend my mind around looking at things in terms of elimination first. If I was to eliminate something, and then look at the workload, there were so few things less that it just made sense to break the remaining pieces down into two pieces - automation first, delegation second.

The next step was to start writing email filters with gmail to automate the segmentation of emails...which emails do I need to keep getting but don't need my inbox? - pretty much all emails for banking purpose...so I went ahead and looked at all my banks, wrote a filter, and put them into an archived folder called banks that totally skipped my inbox. Boom! Mission successful. At this point I had eliminated all the stuff I didn't need, and wrote an automation that would classify emails more appropriately.

I had about 10% of my emails left that I decided to delegate to my virtual assistants in the philippines and basically asked them to make judgement calls...was this email really important? Leave it in my inbox. Were they unsure?

Error on the side of caution and leave it in my inbox. Were they positive it was not going to help the business? **Delete it.**

Problem solved. There is the best possible example of EPAD being implemented that I could potentially put in this book that shows you the power of doing all the steps, but also doing all the steps in the correct order.

E.P.A.D + 7 Minute Phone Call

So what the heck is this "7 Minute Phone Call" thing about anyways? I get that question all the time. In order to properly explain, I have to give some context.

As we were going through this process of developing and applying 4 hour work week principles, I realized that a lot of the eliminations were not technology driven...they were actually communication driven.

When I started tracking my phone calls, both internally with the team and externally with clients and vendors, I realized that most phone calls were totally unnecessary, just like voicemail.

I immediately put a rule in place and decided 3 things:

1. No more voicemails(giving or receiving)
2. No phone calls internally more than 7 minutes unless it was 1 weekly 30 minute meeting with a purpose

3. Text or email before you call

The ultimate goal of the "7 Minute Phone Call" rule was to allow Keith, my business partner and myself the opportunity to make rapid decisions about almost anything in the business….here is **how it works**:

When something in the business needs to be addressed, we set a 7 minute phone call...we then get on the phone, rifle through all of the potential ways that the problem can be solved, and then make a decision as fast as possible, ideally in 7 minutes or less. Even if the decision was wrong or a bad one, at least we made a decision. It's off the table, it's no longer in the mind space of what we are doing...it no longer takes up attention units in our brain thinking about what the outcomes could have been.

That is why I titled this book **"The 7 Minute Phone Call"**. The whole goal was to follow EPAD principles, and ultimately get rid of the things that kill businesses in general(time and lack of decision making).

As you go through the book, think about ways that you could utilize the 7 Minute Phone Call tactics to make decisions or really just eliminate the things that are no longer necessary; I think you will find it is easier to do than you think.

Section Recap:

What does EPAD stand for?

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What part of your business could you apply EPAD to first?

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How many hours could you get back every week by totally eliminating unnecessary tasks? What would you do with that time?

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CHAPTER 1 - FOCUS

Be Succinct

Rule number one: be succinct. Be as direct as possible. Many people tend to complicate what they do. I am not sure if people feel the need to complicate situations because it creates more value in them, or if they just don't have the capacity to see the bigger picture.

It is said that the person who truly knows their skill can teach another. This is one of the best ways that you can test rule number one.

Can you explain what your product or service is in one sentence? Can you explain your vision in one sentence? Can you explain **why** people should work with you in one sentence?

Jordan Belfort talks about the importance of being extremely focused in the sales process with customers...the less words you can use the better...the less you say the better. If you are able to keep customers on the straight line between

problem and solution, you can be the one to win the business.

Be Focused

Being succinct is also a parallel to being focused. Entrepreneurs in general have a tendency to jump around and try many different things early on in their careers. While that is certainly possible when the risk tolerance is high, this typically leads to **failure** in the business.

When you look at a company like Apple, it has focused a lot of its efforts around one question: "How can our product be specific but solve a problem at a high level?" Their goal was simple: "how can we get a thousand songs into your pocket." That was a very simple endpoint, and Apple was 100% dedicated to their goal throughout their whole journey.

Their goal was clear. So was their vision. Their product ended up evolving and became an industry leader because of their innovation but remember what they started with: "We are going to get 1,000 songs and put them into this one device".

Levelling

In business(and really all communication), it is critically important to have an understanding of where you are at and where the other people around you are at. Too many people make the mistake of assuming that everyone shares the same vision or everyone will agree with them.

You have to be able to balance other people's view of the world and match it to yours. This is called levelling. There are a bunch of people with polarizing world view opinions, which you see in the political arena…if you look at Democrats and Republicans, there are so many opposite viewpoints that its really not surprising that nothing ever gets done. When people look into the political space, they tend to negatively view it based on the time it takes to make decisions...this is largely in part to the fact that there is no levelling that occurs; there is no understanding of each other's viewpoint and meeting of the minds.

The better you can get at analyzing and understanding where other people come from, the faster you can find common ground. This is in part why empathy is rarely talked about...people don't really understand how it works. If you could sit back, and in a matter of 2,3 minutes start to build empathy as you talk to people, you will be able to see their

point of view clearly, levell with them and ultimately start changing your point of view and their point of view. This is a skill that you must master in the business world if you ever hope to sell someone your ideas, products or services.

Entrepreneurs are notorious for not being able to have direct empathy with their prospects, which usually ends upin the business failing or the constant feeling of, " No one wants to buy my product." It's actually not that they don't have a need for what you are selling, but rather that you have no idea how to build rapport, be succinct in your sales process, have empathy of where your prospects are coming from and levell with them before closing a deal.

There is an old adage that you can **work hard** or you can **work smart**, and I think that really comes down to the topics discussed in this chapter...IF you could just spend some time learning higher level people skills, you no longer need to "hard sell" (which is really the equivalent of working hard, not smart.)

For the visual learners who read this and can't wrap their head around why it is critical to level, check this out: Imagine having two ultra-sharp pencils sitting on a desk point to point…. if you were to move both pencils back and forth trying to align the points perfectly, it would be extremely difficult. ***There are two moving parts****. However, if you were*

to keep one pencil stationery, and then move the other one until the points aligned, your chances of getting the pencil tips to align is much higher. You also must remember that the pencils are very fine tipped, there is only a very small portion of scenarios that allow for the pencils to be perfectly aligned...that is 100% what is required to close deals, and grow your business.

Anytime you find yourself fighting with a prospect or customer or colleague to get on the same page, think about the pencil example, and try to change your methodology. Let the other person be the stationary pencil, and ONLY move your pencil when they have committed to their stance. This not only will make you more successful as a whole, but it will also allow you to gain control over communication and help you grow personally, professional and financially.

It is my hope that through this book, chapter by chapter you will either start warping your mind about the skills that are required to be successful, or are able to implement specific procedures that I recommend.

Remember that ultimately, everything in this book, and ultimately your business, need to come back to EPAD. This chapter was all about the E-Step(and if you forgot by this point in the chapter, E stands for Eliminate)….now you should be able to start changing the way that you communicate with others. These skills will transfer extremely

quickly as we go through the rest of the book at look at ways that you can potentially optimize what you do. Remember that in EPAD, the reason that we focus on **eliminate** steps first is a large portion of what you are doing day to day is either off vision or is not productive(just like the political example I gave above)

Start eliminating steps in your business. Eliminate some of the ups and downs. Eliminate the poor communication. Eliminate the tasks that do not take you closer to your goals. Eliminate all until you get down to the most streamlined process possible. Ultimately, within **6 months** of reading and implementing steps in the book, it is my hope that you either make more money, save more money and have more time on your hands.

Section Recap:

Be Succinct - Describe your product or service in 25 words or less:

_____

_____

_____

_____

Broad to Specific

When creating a business plan you are going to present to somebody else, it is always a good idea to draw out the order of operations for this business. Most people have an idea, and ideas certainly can be good, but are they really businesses?

In most cases, businesses are started due to a problem that one individual has, and then a solution that they ultimately come up with to solve that problem. This is definitely the case in entrepreneurship or solo entrepreneur businesses. For example, Syntacz(which is one of our companies) is basically a B2B lead generation service that combines LinkedIn, email, text messages and phone calls to help our customers reach their customers...It is a form of lead generation that we have put together to help solve a problem that we had. Most people never really understand that we did not set out to build accompany that does B2B lead generation, but rather we had a specific problem, and we had to come up with a specific solution to that problem...as it turns out, it's actually a business, and people are willing to pay for the service.

Since this chapter is all about how to go broad to specific within the business, let's look at the broad problem, the

specific problem, and then the associated solutions. Hopefully this will give you some context and ways that you can look at new businesses you can start and always ways you can optimize your current business.

The broad problem was that there were a bunch of **business to consumer** marketing companies that existed in the marketplace that were running facebook ads, instagram ads, youtube ads and google ad words for local businesses(such as trades people/home services). These marketing services certainly were great solutions for business to consumer businesses, but the real problem was that there was no specific solution to help the B2B businesses.

After spending years in oru family recruiting company, I realized that most of the recruitment process is a B2B transaction...and as a side note, the thing that really screws people up in business understanding **B2B vs B2C**...in the recruitment space when you are hiring a candidate that is actually a B2B transaction and not a B2C transaction. You are actually taking two entities and bringing them together, which makes it B2B(even though one side of that transaction is a person looking for a job).

This is where the idea came from...the process for recruitment looked something like this.

Step 1. Get requirements of the job

Step 2. Map out ideal candidate

Step 3. Go to linkedin and existing database

Step 4. Find people who meet those criteria

In essence, this was the exact process that could be used for anyone doing B2B transactions...we saw the broad picture, the problem problem and the broad solution. The problem was that companies sneeded to hire people, and they did not have an effective way to do it, so they started utilizing recruiters. Recruiters would then go through the process above to solve that broad problem.

The exact same thing is true of Syntacz...our goal was to try to take the problem(lack of solutions for B2B sales and prospecting), and basically **re-invent** a whole system. We took all of the principles from the recruitment process and applied to a brand new service that we coined "Prospecting as a Service".

We took all the broad information we had about problems, and found some similar solutions that existed in the marketplace and then matched the two of them together. The key here was to figure out how we could take it one step further and get even more specific. If you are able to niche down into something even smaller, typically speaking you are able to scale up faster because your systems and process are

so specific, that you don't need to learn all the new business methods for each client.

With our company, we basically narrowed it down to **B2B Prospecting as a Service** for companies that have services(not products). When people hear that description of our niche, they typically say something along the lines of "That is not a niche", and to some extent, they are right...however, what we have done is basically broken down a whole end goal of getting new business for B2B service companies and put it into a process that is replicable.

When trying to take these broad ideas and get ultra **specific**, remember that everyone's definition of a niche may not be the same...you may serve a specific industry, a specific job title, a specific geographic area, a certain income bracket, a specific gender, etc. Always try to refine your business model so that you can go broad to specific, but remember that there is a final end point that is specific enough to stop niching down.

To visualize this, draw a funnel on a piece of paper. That **funnel** could be on a standard white piece of paper where you put the broad topic at the top and a very specific solution at the bottom.

For this book, the top of my funnel was "How can I help 1000 entrepreneurs", while the bottom of the funnel was three things; make money, save money, save time, which in

turn was made even more specific into **EPAD(Eliminate, Prioritize, Automate, Delegate).**

One of the things that we focus on in our business, specifically in Syntacz, is business to business prospecting as a done-for-you service. Some people say, "Oh that's specific!" and that is the whole point. We have a business-to-business prospecting service that is done for you. Business-to-business or B2B is defined as one business, who is selling a product or service to another company. We tell them that we do prospecting, and then we tell them that it is a done-for-you or done-with-you service. That is an important distinction for a lot of people who do not understand the difference between them. At the end of the day, if you have an apparent paradigm as to what you do, being succinct is the easiest way to make that happen. Because we are continually learning in the business, we have determined that our service is not only specific to B2B but is even more specific to B2B, higher ticket, service only (no products at this point).

Now back to our funnel example from above. What we say is that if you have a business (this is the broad part), and you want customers (which is also a broad part), then you need to understand the sales process (a broad part as well).

The way you know the business process is by saying, "Here's the broad concept and here's the more specific one."

So, the end goal of saying, "we are a business-to-business prospecting company with a done-for-you or done-with-you service" is what we got to. Because that is so specific, a lot of people can read this book and understand that over time your business can be summed up in one or two short sentences about what service, product or value you offer to your customer base. Ask yourself in this chapter "What is it that your business does?" The format should be "We are (descriptor) who serves (audience) by doing (service) to solve (problem)."

In our case, when a business comes to us and says, "Hey I'm a dentist, and I'm looking for new patients". Well, we can say, "Listen, I understand that you're a business and you're looking for customers, but at the end of the day, you're not a business-to-business system, and therefore we cannot help you, even though we would love to be able to." The rule here is you do not let other things impact what the ultimate setup is or what the final solution is, which is business-to-business prospecting as a done-for-you service. In our case, we would not be willing to take on the dentist, no matter what the situation is, because we do not have the skills or resources.

The way you can translate this funnel concept and be succinct into your daily life is to listen more than you talk and

try to answer questions in the least number of words. If somebody asks you a question, like "What is the biggest problem with X?" The answer should be precise: "The biggest problem with X is blank." The reason you must have this kind of response is that, if you do not, you get off this line of explanation. Any time we ask someone a question either in the sales process, during implementation or any other part of business, we always say, "Explain to me the specific part of your business that you feel is a problem and how you've tried to fix it." Then tell me what you think we could do to help you fix the issue once and for all." That is the easiest way to do it. Some people may see this as being too direct with communication or being too direct with questions, but at the end of the day, we are looking for a result, so just shoot it straight.

Now on the flip side of that, there is the "less is more" concept, and that is easy because if you look back 20 years, there was not an opportunity to have the technology we have today. Because of that everybody was forced to get very good at note taking. One of the things with note-taking that I found interesting in higher-level education was that if you have a computer in front of you, then you tend to take lots of notes in an almost verbatim transcription of what somebody is telling you.

Ultimately, because you can keep up with that speed when you have a computer (but not when you are writing notes by hand), you feel like you must take down every single note. In some ways, that is great because you get a full transcription of what is happening but, in other ways, it is horrible because you do not understand what's important. If you believe that everything is necessary, you likely missed the mark. Whenever you don't understand the essential things, it usually leads to a lack of understanding overall, a lack of communication or just a difference of opinion between what you thought was going to happen and what someone else thought was going to happen.

The easy way to solve that is to break down the framework of what somebody is trying to teach you; if they have a broad idea, slice it up. For example, in a biology class, I spent years and years going to school to be educated, and one of the most common things we did was sit in these big lecture halls and have someone just talk. They would have rows and rows of people looking like a sea of heads. The lecturers or the professors at that time would have to take comprehensive concepts such as DNA mutations and break that down into a bunch of fundamental building blocks to get to that specific endpoint. The educators that were good at this were able to construct and deconstruct multiple concepts at the same time in a way that was understandable by all

parties. The great lectures were able to look at chunking. Chunking is a way in which you break down a big concept into smaller ones, and then ultimately put them back together to build the original big picture. Because they were able to break down concepts over time, they were able to take these broad concepts and boil them down into the ten different parts you need. Then they said, "We're going to talk about each part individually, then we're going to put them all back together and then we're going to go back to the top."

When educating people both as a business owner, or as an entrepreneur, it is critical to look at what others know, find the big concept, chunk it down, explain it, then put it all back together in the least number of steps, in the shortest time possible.

If we go back to the funnel example, you have this visual in your mind where you must go from a broad topic down to a particular piece but then go back to the top. This is true for what you do every single day. At the end of the day, if you go through each level and say, "This is the end goal, and we are trying to achieve X. However, first we're going to drop down into all these different segments and then put all those building blocks back together to get the end goal." That is an excellent way to communicate what you do, and it shows that you can be concise with what you do, say and perform.

List the problem(s) you solve here:

1. _____

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2. _____

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3. _____

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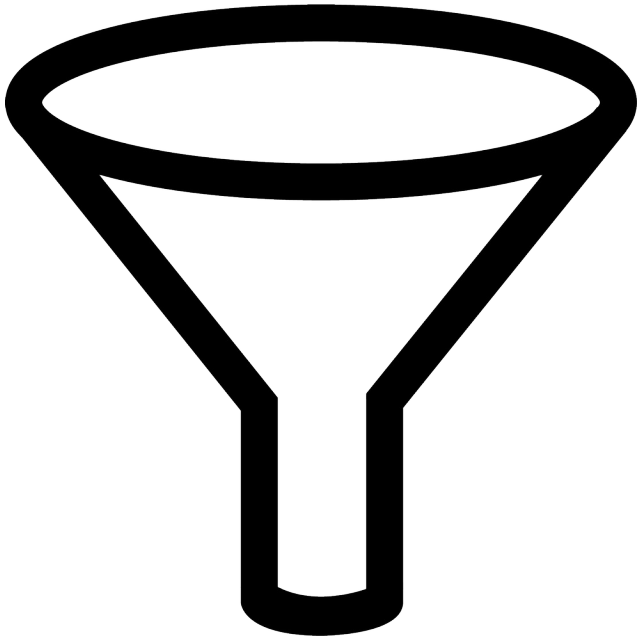

List the solution you provide here:

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Binary Questions

Forcing binary questions is one of the easiest ways for you to gain control over the outcomes of everything in your life(and your business). This really comes down to understanding the difference between **open ended** questions and **closed ended** questions. Many people in the sales process start asking questions like, " what is the thing you are struggling most with your business right now?"

The problem with that type of questioning is that is it's too open and does not allow your prospects to stay on track with your conversation and ultimately match their problem to your solution(a successful sale). Instead of focusing on open ended questions, you should start asking closed ended questions. This is the part where a lot of people screw up the sales process...they ask the customer close ended questions but they give two many options. Example: " Do you think that your business needs more sales, better operations or a solid bookkeeping system?" That particular question is asked in a

close format which is certainly better than an open ended question, but the issue is that there are too many options still.

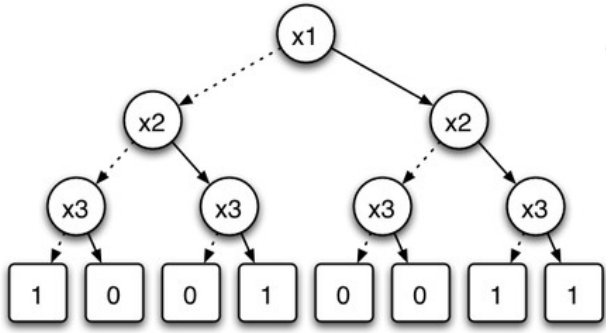
This is where the binary questions come into play...when you want to force an outcome in the sales process and keep your prospect focused, you need to ask close ended questions, but keep it to binary options. This could look something like, " Hey Jim, do you need more leads as a whole, or do you need to convert more of those leads to paying customers?" By asking the question this way, you force the prospect into one of those two options.

If you are really good at listening, you should be able to narrow down in sets of binary questions. You could first ask the question above, and when Jim replies, " It's really a lead problem I think…" you can start asking binary questions around his response. As you gain more information from the prospect, you will start to back them further into a corner that they are unable to wiggle out of.

The best example that I can give of something like this: If you were to ask me what the most significant problem is with a business; that is a very open-ended question. That is going to yield a lot of different results, a lot of variabilities, and you are going to become very inefficient with control in that process because I could say anything. Instead of saying, "Tell me a little bit more about your business" or "Tell me what difficulties you're having," you should start asking binary

systems or binary trees of questions so you can go through this decision-making process with other individuals that you're communicating with.

The way that is done is by asking yes/no type questions or either/or type questions as much as possible. This would look something like, "Hey, Mr. Prospect, are you finding it more difficult to get people on the phone?" or "Are you finding it more difficult finding the correct target audience?" Ultimately, you still asked two relatively broad questions, but you are forcing a binary option so that you can go down one path or another. Once the person you are chatting with chooses the first option, you know that they are having difficulty getting people on the phone, not the targeting. So you can then break down the first question one more time and say something like – "I understand that you are having trouble getting people on the phone….do you think that is because you only make five phone calls per day or because your pitch is off?". Again, you have forcefully pushed another binary option onto the prospect, which eliminates all the noise in the sales process.



Above is a simple breakdown of how you should ask questions to your prospects to force them into desired outcomes instead of leaving a wide-open conversation. It should also be noted that depending on the depth of the conversation you are having with a prospect, or the complexity of your solution, there may be a need to go many layers deep to get to a final outcome. The goal really is to eliminate 50% of all options until you are down to the very last possible solution in your business. At that point, you need to get the prospect to isolate the problem in their business, and then solve it with your product or service.

There are two distinct skills that are needed when asking binary questions. Step number one is making sure you stick to only two options and ask them in a fluid manner as you dive deeper into the prospect's business. Step number two is making sure that once you isolate the final problem, that you build value around your particular solution in the form of a

product or service, so that there is no selling left to be done. If your prospects' final realization is that they need more top of funnel leads, you better make sure that your solution for them is top of funnel lead generation. Even if you are the best at **isolating the problems** in the business, you still need to be extremely skilled at matching your solutions to the prospects problems.

You will see I outlined above some diagrams of ways that you could ask questions or decision trees that make sense for an average business. The biggest thing to take from this is that if you force people left or right down a pathway, you will find that the answers to your questions will become a lot clearer. This is useful for everybody involved within a sales process. This method has been particularly useful while selling and trying to level with prospects, but it can also be super useful in a negotiation.

Have you ever noticed that when you go out for dinner, you ask someone, "Where would you like to go?" And the first answer is always, "I don't know." But if you ask them, "Where would you like to go X or Y?" they will be more compelled to give you an answer right away because of the way that you asked the question? They also will be super quick to make an **alternative** as well.

If you ask those questions over time, with a **binary** approach — yes or no, 0 or 1, black or white — you will have

a much better outcome because the individuals who are answering your questions or communicating with you are going to be forced down a pathway. One of the things you must do is to be very careful with the way that you ask these questions long term because they have a massive impact on whether you can get the proper answer at the end.

So when you're on the phone with somebody, you could sit back and say, "What is more important to you: a quality of a lead or a quantity of a lead?" or "What's more important to you — the quality of a vendor or the number of vendors and the speed at which they can get things done?"

Those are two different ways to ask the same question, but you are still presenting a binary. Yes or no, either/or, this or that type of conversation. That is one of those things that is extremely difficult for people to understand how to put in writing. Whether that be in an email, text message or some other instant messaging platform, you might say, "Well, this is super important to me, but I don't know how to ask the right questions."

When you are asking questions, just think about what answer you're looking for and divide it into two categories. Either you want more of this or less of that, or you want more in this focus and less of that focus. And if you ask those questions repeatedly, you will see that it is a lot easier for you to get the WIN in any sales process or negotiation.

Beware: If you are too **aggressive** in the sales process, especially while on the phone with someone, it can become very difficult to build rapport or trust going forward. If you use the same techniques over and over again, there will be a pattern recognition with your prospects and they will start to harden against your sales techniques.

There is a big mix of quality and quantity within the business and sales world. Within personal life, there's always, "Do you want to have a lot of something, or do you want to have less of it, but higher quality — something that's going to be higher value, that will solve a bigger problem, and that is going to be easier for you to use." Most of the time, you will find people say they want more quality, but there are times when people are just looking for mass volume, mass output, and mass throughput. That is okay as well if you understand what the outcome is meant to be. Grant Cardone said, " Before you can be great you **must be frequent**." This couldn't be any more accurate.

Another example of this is imperfect action. Most of the time, business owners are so worried about the **way** they do things, that they get locked up and try to do 1 or 2 things correctly, when in fact, they should have been doing 1000 of that actively less than perfect.

CHAPTER 2

Ask Why

For those of you who have been online for the last 10 years will know that there are trends that seem to take people down these rabbit holes….there are viral videos, specialty dance moves and new platforms(like TikTok at the writing of this book).

One of the original viral elements on the internet were these videos of people doing dumb things on youtube, then posting them and seeing how many hits they could potentially get.

My personal favorites are all business related and one in particular stood out in my mind as I was going deep down the rabbit hole of youtube videos over 7 years ago.

Simon Sinek….he was a guy, with a crappy video posted online of him doing a keynote speech, online, with bad

lighting and decent at best audio. In the video you see him pul out a whiteboard on stage, and draw three circles, each getting bigger and encompassing the previous.

He then goes on to explain that there are three parts to anything you do...there is the "why" on the inside circle, then "how" on the next circle out, and the finally "what" on the outermost circle.

At this point you are probably thinking to yourself, "so what"? And you would be 100% correct...without context, this means absolutely nothing to anyone...however, as you start to watch the video, you realize that there are absolute gems in his presentation.

He goes on to explain that most people sell from the outside of the circle inewards, starting with their what, then their how and then their why. It goes something like this…. "We have great technology that does this feature and benefit. Buy our product." That is absolutely the standard marketing and sales approach of most businesses...tell people what you have, tell them how it works by breaking down mostly features(not even benefits) and then maybe bring up the why.

The reason this fails over and over again is because people buy on emotion and then justify it with logic. Example: If you want to buy a new car and you have two options...one that is $300 a month and one that is $400 per month, the decision is 100% based on emotion since they can both do the exact

same thing(drive you somewhere)...but you will buy the $400 car, and then in your mind, justify the difference in price with logic...you bought on emotion and then justified with logic.

The exact same thing is true in the sales process for your business...people will buy on emotion as you match your solution(your product or service) to their problem. They just want to move away from the pain points in their business or towards pleasure in the business.

When you compare the emotion based purchases to what Simon was saying in his 3 circle video, you start to realize that all people want to share their why or want to buy your why...they don't really care about the exact what or the how.

This is critical to understand going forward because at the end of the day, the only thing that people want to buy is the future version of themselves.

Do you want a better body? There are gym memberships, health plans, personal trainers and a million other solutions for that...are you buying the what? Or the how? 100% no. You are trying to buy the future version of yourself, which ultimately is whatever you want your life to look like.

The next time you start developing a sales process, or systems around your business, think about the "why" outcome of what people are trying ot achieve by working with you...Share your vision with them. What makes you tick? Why did you start the business? Why do you want to help

them? Why are you working so hard? These are all the questions that you need to get used to answering if you want to share a vision with people and have them get on board.

As it applies to your business, think about what you have created so far, and then think about the how and then the why. For example...my personal vision is to be able to donate 10% of all the money I make in my life to charity, give 10% of my time to other people, other charities and causes, and build 100 homes for Habitat for Humanity. That is really the overarching why. Without the money, I cannot financially support the growth of that goal, and without systems in my business I cannot afford the time commitment of 10% of my time and will neve rbe able to build the 100 homes.

As I go through the business and try to figure out what my why is, it is constantly adapting and I try to share a vision with our customers.

In terms of Syntacz, which is our consulting and B2B business development and sales company, the why here is really simple: You want to share your product, service and vision of your company with potential prospects, but want to share it in the form of a relationship, not in the form of direct advertising. We can help you do that.

Our why is to help entrepreneurs share their gift to the world, while our how is really our digital systems including Linkedin outreach, email outreach, sms followup, voicemail

followup and sales copywriting. Our what is the end product that we call B2B prospecting as a service.

If we start with our what and tell people we do B2B prospecting as a service, then we are going to lose a bunch of people who do not feel that is on vision. If we start with our how, then we get really deep into the weeds of the technical pieces of our businesses(the features over the benefits). This is why we start with the why….we tell a story around how we know that there are many really smart entrepreneurs that have a vision, and have something awesome to contribute to the world, but don;t know how to get it out there...we want to be the vehicle for these entrepreneurs to meet other people through relationship marketing and share their why.

As you continue to read this chapter I think you will find that the why, the how and the what are three of the most important things to starting any business or venture.

In this book, we are going to go over different techniques that will help you find better solutions when you "there could be a better way to do this."

Simon talks a lot about how, if you focus on the 'core **why**', you will be able to figure out what product or service you are going to deliver to the marketplace. I believe a lot of people have a hard time understanding this point because they want to start with what is going to make the most

money, which seems to be the current trend, which is mostly driven by the enormous debt load within the Americas.

When these entrepreneurs get going, they often do not have the long-term grit that is required to sustain what it is they are doing. When things get complicated in the business, if your why is solely focused around making money, then you will find that you will not have the long term grit to keep the company around. This is typically why small businesses fail in the first two years.

If you can lean on a vision, a why or a future outcome that your customers are looking for, when things get tough, you will be able to push past the lack of money you are making and will be able to be successful long term.

There are six different topics we are going to cover in this chapter:

1. Choosing your "Why?"
2. Chasing the problem.
3. Solving the problem — without money in mind.
4. Focusing on the solution.
5. Testing the solution against the problem.
6. Reestablishing your "Why?"

Choosing Your Why

Before you can go real deep with your business "why", you need to have a strong personal "why". Think about what you would do every single day if you no longer had to have a job or a business...what would that thing be? Once you know what that is, think about how that "thing" would help other people.

As an example from the previous section, one of the goals is to build 100 homes for Habitat for Humanity...that is purely a personal "why", but it helps me make decisions for my business "why".

If you can get used to looking at current circumstances and ask yourself **if** there is a better way to do things and then melt that together with your why, you will be a lot more likely to achieve your dream. Start with why, solve problems and help people...it really is just that simple.

Chasing the Problem

The next thing you need to do is chase the problems that you are currently seeing. These could be consumer based problems or business based problems...ultimately you just need to find that sliver in the world that could use a little more attention and then find a way to improve that piece.

You must sit down and look at the problem, and say, "Is this a problem because nobody cares about solving it, it's not a problem and it's a mindset."

If you decide shortly into your journey that the reason people have not solved this problem is that it's not important enough to be solved, then it is best to stop and reorganize your better off chasing another problem. This is the classic shark tank bad-idea pitch. Sometimes when people come up with ideas they are passion projects, and they never really can become businesses...that is 100% okay. What you do for those problems is turn them into hobbies, not a business.

Those are the three major ways that people look at problems. The most important action is to focus on what the actual problem is and then reframe your mind to think about how this problem impacts people long-term. For example, let

us look at the development of cars: Henry Ford was not looking to build a car. He was looking for a solution to the current problem that existed — transportation methods were inefficient, and he asked himself – "Is there a better, more efficient way to do this." As a result, he positioned his mind around the why, in his case, which was, "Why are we currently relying on these travel methods?" And then he said, "How can I improve these travel methods?" The answer was what we now know as the modern day automobile. But then what? That was the initial conceptualization of the car and Ford Motor Company, which years later has remained a huge success.

This happened because he started with the "Why?" If he would have started with, "I want to make a car." That probably would have been a lot less successful than starting with, "Why is it that we currently walk? Why is it that we use horses? Why is it that we don't have a good way to travel on land far distances?" And then what he did is he said, "Well how can I improve this process?" At the end of the day, the process can only be improved once you know what the actual problem is.

So that's the reason you must start with the why and work your way into the how (which is how you're going to solve it) then to the what (that object or service that's going to benefit the people). If you focus on how that is going to work, you

will translate very quickly from why, to how and then to what.

Remember at this stage, you are trying to indemnify problems to solve, not actually come up with solutions(hint: that's the next step).

Solving The Problem

If you try to solve the problems you have identified without the money in mind, it becomes a lot easier, and there is significantly more clarity.

As described above, the critical reason we solve without money in mind is that where there is resistance in the marketplace, if you are solely focused on money, then you will likely not have the grit, the desire or the want to keep going because the money is not present. You also want to make sure that you will have a sustainable business which is why you cannot focus on the short term outcomes such as revenue, profitability and cash flow.

I recommend that you focus on solving small problems along the way until you can test the solutions you have against the problem. If you try and look at all your problems in the business at once, and make a list, and then go and try to solve them, you will find that you will never get started.

In the beginning, find what you think is the problem and just take little chunks at a time until you feel as though you are making some progress in the right direction. Do not take chunks off in different directions and end up going ten different ways. Instead focus on how you can get a little bit done every day in the right direction so that you can focus on taking it one step further and taking another action towards getting to the goal, which is ultimately solving the whole problem or answering that why.

<u>HOW TO FOCUS:</u>

I would begin by following these steps:

Step 1. Unsubscribe from all emails.
Step 2. Turn off all notifications.

If you focus on removing yourself from all distractions, you will gain not only time but clarity on what needs to be done.

Remember, this is step 1 in EPAD - ELIMINATE.

You need to limit distractions so all of your focus, brian power and attention units can be put towards "Solving the Problem"

If you focus on **money** when you are solving these little pieces in your business or other businesses, what tends to happen is you will develop "shiny-object syndrome" where you are pushing yourself around in different directions because you think that the money is the thing that's going to make you succeed long-term. If you eliminate that, there is almost no chance of failure because you will put 100% of your **effort in 1 direction** for long periods of time.

It's interesting to note; the larger the problem, the bigger the solution, **AND** the more successful the solution typically is.

I think it is very worthwhile to look at the problem and ask yourself, "How does this impact people's everyday life? Is it something used daily? Is it something used weekly? Monthly? Yearly? Is this something they must use? Is something they want to use?"

Try to put your **solution**(product or service) into a category and figure out how big of a problem is this. Then you will understand how big of a solution you are going to have to come up with. Once you have a huge problem and a huge solution, there is going to be a lot of money attached to that, but there is also going to be a lot of responsibility around that product or service.

You will have to keep that in mind — it is either low risk and low reward **AND** a small problem solved with a small

solution. If you are going to move forward with solving a large-scale problem, you must be prepared to have a powerful 'why'. You must keep a vision that is greater than the pain you are going to go through every day in your business, or it is certain to fail.

Focus on NEW Solutions

The next thing to focus on in the business is a way to structure new solutions. There are lots of people with great ideas but they keep reinventing the same wheel over and over again. The problem with that is tht people have 0 innovation, which makes you "just like everyone else." Innovation only works if you are willing to iterate your ideas over and over again until you feel you have a stable solution to all of your problems.

After there is a solution in place, the goal is to either come up with additional types of solutions for your business and your customers **OR** continuously improve the solution that you have already proven to work.

Most businesses fail to iterate and make the required change...this is what led to the dismay of companies like Blockbuster. While Netflix was going through endless iterations to improve the way people consume video on demand, Blockbuster just sat back and said that what they

had was the best thing since sliced bread and no one would ever be better. This is where Blockbuster went wrong. They thought they had the best solution. They thought they had the ONLY solution. The worst part of this whole story is that Netflix presented their ideas multiple times to Blockbuster and were turned down over and over again, with Blockbuster missing the opportunity of a lifetime to acquire one of the largest companies on the planet.

The above story is a perfect example of why even when you think you have an amazing product, service or solution, you should have a person on your team continuously innovating to achieve the goal you are looking for. Are you trying to reach more customers? Are you trying to make your product or service more accessible? Are you trying to reduce the acquisition cost?

What this usually ends up looking like in your business is a bunch of iterations of your product or service. IDeally speaking, you should start with a basic framework for your service or product, and modify it as you see shortcomings with it over time.

You are going to hit walls along the way. So, it's worthwhile to sit back and say, "Okay well, we hit a wall here, and so what do we need to do, are we going to pivot, shift and make that adjustment now, while it's small, as opposed to when it's large, because at some point you may hit a wall with

no road back in regards to customers, employees, finances, and infrastructure around a business.

Match Solutions and Problems

The next step you must do is test the product or the service you create against the original problem over and over again.

The way you do that is you look at that problem, you look at the solution that you have made and tested and ask, "Does it work?" In our business, one of the biggest problems we see is that it is very difficult to do business-to-business prospecting and this is similar to lead generation, the fact that you need to talk to a large number of potential clients every day to get one that will buy from you.

With that, the issue becomes, "How do you develop a systematic approach to get new business, new customers, and new business opportunities?" And the way you do that is you systematize, you write a standard operating procedure (SOP), you have people in place, you use virtual assistants, you hire the right people, and then you **actually implement**.

One we created what we though was a valuable way to help business grow, we started selling the OUTCOME not the process of what we are doing.

This is a critical step in being successful. For the most part, people are not trying to buy a specific tool or system, they are trying to buy the outcome they are looking for. So as you go through your sales process, it is critically important that you understand why someone would buy from you….is it that they want more time? Maybe they want more money? Maybe they are bad with technology and want to hone that skill so they can have more confidence.

Figure out why people are raising their hands and trying to get to a place of success. As you find that answer out, make sure you sell around that outcome and do not focus on the features of your product.

In Syntacz once we created our preliminary B2B prospecting system we started testing it against other people's problems, "Can we prospect? Can we get the business? Can we make it profitable for them? Can we make it easier for them? Can we save them time? Can we make their lives more enjoyable? Can we allow them to have less time at work?" All those things are testing points that we have with our products against the original problem, which is prospecting sucks.

Re-establish Your Why

The way you are able to close off the loop in your business and find a way to feel purpose is to continuously establish

your why. This concept seems like some pie in the sky idea, but it really isn't. You need to know what is going to motivate you every single day. The more money you put in the bank as you grow, the less fulfilled you will be. I promise you that.

If you look at our example again of of business why, you will see that we felt that the prospecting methods to get new business were difficult and unpredictable...we wanted to change that. So our business "why" is to make it easier for small business owners to scale up and scale through their business challenges...we don't really have a specific passion for prospecting, but we do have a passion for making people's lives easier.

Really the last part of figuring out your why is combining both your business why and your personal why. In most cases I think you will find that they both become one at the end of the day. The service or product that you offer in your business is really just a mirroring of what you are trying to contribute to the world.

Are you someone who is passionate about money? You may solve that void in your life by creating a company because you yourself want to generate more money, but you also want to be the person who creates jobs for people so they can make money too.

Are you someone who is passionate about time with your family? You may solve for that in your life by creating a

business to escape the 9-5 and live on your own terms..you may even want that for your future employees and therefore you tell them that you want them to work the hours that they want.

The bottom line is this...as you grow your business, make sure that you know your personal why, your business why and also your "what"....know what it is that you want to contribute to the world and make sure that the product or service you create is helping people live better lives.

Congratulations, you have made it through the boring part of this book. Future chapters will be actual actionable items for you to do daily in your business to scale.

CHAPTER 3

Get Efficient

This chapter will outline the things that you need to do every single day to make sure that you become more efficient over time in your business. These concepts are tried and true to business; however, they can also organize your life. If you're struggling to fit all your tasks that you need to do into one day, this chapter will help you get there very quickly.

If you're finding that you don't have enough time and you don't have enough money, you're in this situation where you're inefficient and potentially ineffective; this chapter is going to go over the tips, tricks, and methods for getting everything done and making sure that you get rid of the stuff that doesn't matter while you focus on the things that do.

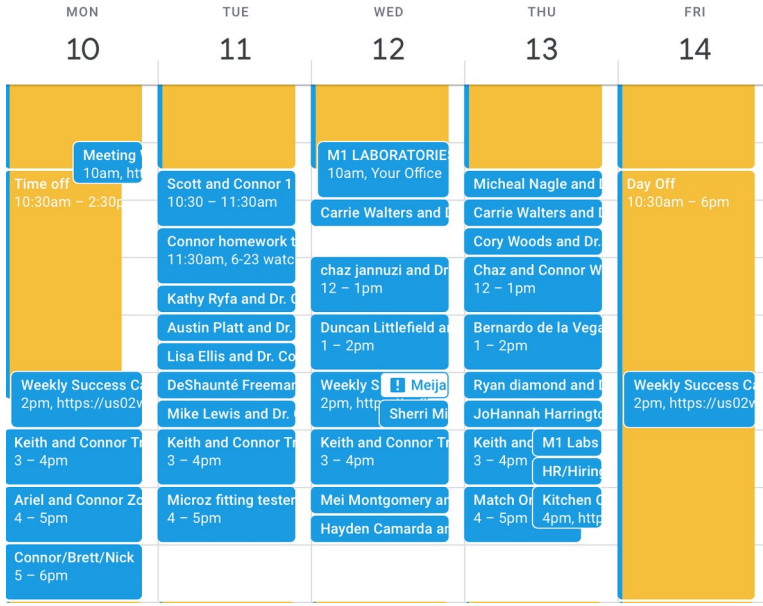
Remember, discipline is a muscle - you need to exercise it every single day.

Part 1: Time and Tasks

Everybody uses a list of tasks, but nobody puts down a list of times. When you are starting your workday or your weekend, put together a list of 10 to 15 things that you think are most important for the day and then figure out the top three most important. The most important things should be done first, and they should be done before you check off anything else on the task list.

Beside each task, write down **approximately how long you think it's going to take you to complete that task** but also leave another section that will outline how long it took you to do that task. You will find that when you have a list of 10 to 15 things, it looks like it is going to take a long time to get all the pieces together. However, if you sit back and look at each task as it gets completed, you are going to find that the tasks are shorter than you think — you just waste a lot of time in between switching from task to task. At the same time, make sure you have a copy of your calendar for the day and the week readily available.

Here are examples:



March 1, 2019

1. Follow-up with Jim on prospecting - 1 hour
2. Prospect 10 new potential clients – 1 hour
3. Schedule 3 appointments – 30 mins
4. Complete website project board – 5 hours
5. Internal team meeting for website – 30 mins
6. Upload new training videos to vimeo – 15 mins
7. Do 6 sales calls via zoom – 3 hours

Total time for the day – 11:15.

When you look at this list above, you can now clearly see where the time suckers are going to be in the business. In this case, I would eliminate the website project by either giving it

to a team member or finding another vendor that can complete the project because it will likely not move your business forward as a whole. You can also get a quick pulse on the week in advance by looking at your calendar. White space is death, the rest is golden.

Remember early on in the book we talked about how to use **EPAD**. You would try to eliminate the website project as a whole, but there is revenue attached to it, so the **E** step is not possible. It passes in the **P** step because the website is a priority to make sure the revenue comes in. That leaves the **Automation** step and the **Delegation** step. It is basically impossible to automate the website building, so that simply leaves the option of **Delegation**.

First you would **delegate** that **off-shore** to get 80% done, then bring it back **on-shore** with your team for the last 20%....that is a perfect example of how to get rid of the biggest time suck in your day.

Make a list of 10 tasks for one day this week and list the times beside each task:

_____

_____

_____

A part of being successful with EPAD is making sure that you know the tools that exist in the marketplace to track what you are doing.

Similar to being a doctor, you have to be able to diagnose the wea parts of the business before you are able to start making some changes or provide a treatment.

The best tool that I have found to track what you are doing is rescuetime.com. It allows you to download an application onto any device and it keeps track in the background the tasks that you are doing.

The key is to run this application indefinitely, but really focus on the first 14 days. Install the application and don't

change anything you are doing in your business...do a normal ½ month worth of work while it tracks.

You can then go into the application and look at all of the processes it has tracked. You will find that some of the highly inefficient tasks may be something that is critical to your business. For example, I have to reclassify Slack as a highly productive application within rescuetime.com because that is how our whole virtual team communicates with me. By default, rescuetime.com thinks that slack is a time waster, but ultimately, this is the backbone to our whole corporation.

Below I have attached a screenshot of what my average week looks like. Since I travel quite a bit, it only shows a 40 hour work week, when in reality we are putting in more hours each week. The most important piece of this diagram is the productivity pulse, which you want to have as 80% or higher. The next most important thing is to check the top category which for our business should always be communication and

scheduling since we specialize in prospecting as a service.

Once you have some data, you can look at what you are doing and figure out whether that is effective. I was noticing after using rescuetime that I was speaking about 2 hours per day doing scheduling and communication for external meetings which I realized was a problem. That was immediately changed.

You will be able to see if something is efficient if it's moving your business forward or if it is not going to be helpful for you. Then what you need to do is look at the tasks individually and figure out how you can optimize them. So, look at the time and look at the tasks that you have in front of you and then figure out which ones need to be done first because they are essential, and they are not very time-consuming. Once completed, work on the other tasks later that are maybe more time consuming or less important.

Rescuetime.com Results

List your top time suckers here, application on the left, time on the right.

1. _____
2. _____
3. _____
4. _____

Note: If your results above have Communication and Scheduling as your biggest category, immediately download Calendly from Calendly.com and integrate it with your Google Calendar; also immediately get slack from slack.com and start using it to communicate with your internal team instead of using email. It is important to look at these data points in the context of your business and not treat everything as a catch-all.

Part 2: Prioritization

Prioritizing is taking that same list of 10 to 15 things and stacking it in order of importance. At this point, do not worry about how long each item is going to take, just put it in terms of importance and how much focus needs to be put on each

of these tasks. Once you have the priority set, you can look at this day-to-day and start moving things around.

Keeping a notebook, journal, or something else that allows you to see all the different tasks that you have done might help you. The cool thing about this is that you can look at your list and easily prioritize each item so that you can say "This one's more important than that one and that one is more important than this one." It is a binary shuffling system where you can compare task 1 and 2, then 2 and 3 and so on until you are complete.

Then you can go down this whole list every single day, and you can look back over the last couple of days and figure out what tasks you are doing repetitively, what tasks can you eliminate, and which tasks are not that important. Do not feel bad about reorganizing your priorities through each month based on the new information you have or the new projects that you have on your plate.

This will enable you to start becoming aware of the priorities in your business. To start becoming more efficient you must start thinking about doing the next important part. Take the 10 tasks from a few pages up and order them from 1-10, 1 being the most important task and 10 being the least important task.

1. _____
2. _____

3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Part 3: Elimination

You can start eliminating a lot of tasks almost straight away such as checking emails, text messages and different social platforms every day. This step is probably the easiest to do unless you are one of those people that absolutely loves control.

The goal here is really to make sure that you are in the mindset supporting change. You can delete emails, you can miss meetings, you can get rid of things in your business and the world will not fall apart...I promise.

I usually recommend that people go through the elimination stage before they do prioritization which is why the process is EPAD, and not PEAD. However, the very first

time you do this exercise, you will need to fully understand your priorities before you just start to eliminate items.

Keep in mind that you can easily eliminate something and then if you feel as though it was a bad decision bring it back...there is absolutely no issue there. In fact, I would recommend axing things in the business as fast as humanly possible and wait for the negative outcome to occur, and then allow that to happen a few times. Once you feel the impact of removing something that you needed, you will have a better sense of what is important and what is not.

All you are essentially doing in your business typically is filling time to push things in the right direction. However, I think the best action that you can do is just get rid of the stuff that is wasting time. Try to set up an email filter, set up text message filters, put things on "Do Not Disturb" mode and have a good voicemail.

One you are satisfied with the amount of items you have eliminated, make sure that you don't fill that time with useless crap. This somewhat is inevitable though because humans by nature want to be busy and not productive because it is less fraction.

In Chapter 4 we are going to talk about how to delegate those parts of the business that could not be eliminated through this process. However, this chapter is focused more

on how you can become efficient. With that, you just eliminate a lot of what you are doing every single day.

Now that you have made your top 10 list, and ordered it 1 through 10, copy the list below again.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

This time, you **must scratch OFF items 7,8,9,10**. Note: If 7 through 10 are not the items you would want to cross off your list, then you know that your prioritization of the tasks you are doing each day needs to be re-evaluated.

You should do an impact analysis at this point in your day and determine what the impact was of cutting off the 7,8,9,10 steps. I would be willing to bet up front that absolutely nothing changes when you drop the 4 least important tasks from your day to day.

Before we go on to the next section, here is a brief aside: I think you should focus on appointment setting and appointment taking for the first 1 hour of every business day and **eliminate** everything else that you think you should do in that first hour. This will make sure that you have a pipeline and you also have a source of revenue projected into the future.

START EDITING HERE

Part 4: The Pareto Principle

The Pareto Principle says that 80% of your efforts are going into a small 20% of the results, and 20% of your efforts are yielding 80% of your results. What you want to try and do is focus more on those efforts which are on the left side of that scale so that you can do the things which are efficient, effective, and not taking away time from everything else you're doing.

If you look at everything you're doing in your business and think in the following way, you will have a much better mindset: Every second you spend in your business is a second you cannot spend doing something else. So, because of that, you should eliminate the pieces that you do not need, but

then get ultra-focused and do not fill your time with other things just to fill the time. Make sure you are using the Pareto Principle when you make that list, prioritize it, and eliminate the things you do not need. You will find, very quickly, over days, maybe even weeks, that certain tasks are repetitively coming up. Those are the tasks that are going to be sent out to other people so that you can manage your time according to the 80/20 Pareto Principle. You will still be doing the same amount of work, but you are getting a greater result because somebody else is helping you with the part that is inefficient or the part that does not require you.

In addition to the Pareto Principle, you can look at Parkinson's Law, which states that the more component you have in a system, the more complicated it gets. The best way to think about this is if you have yourself in the business, there is only one variable: yourself. However, once you have five employees, day to day tasks become increasingly more complicated because there are more failure points, but there are also more people that have input.

This law of increasingly complicated behavior is a huge problem, and you should ultimately refer back to the Pareto Principle (not Parkinson's Law) to eliminate the crap in your business that doesn't matter before you start delegating tasks to your team.

From the list above, please list only 2 tasks

1. _____
2. _____

These should likely be the top 2 tasks you have listed. Going forward, make sure that these two tasks above are done every day as the first two tasks.

Part 5: Focus

Focus is the part in between each task that screws people up. They tend to think they're inefficient in their tasks, but really what's happening is they're inefficient between the tasks. They might switch from email to text, back to what they are working on then again to another email and Facebook or YouTube then back to the text and they do this process repeatedly.

The rate at which you change tasks is the most important factor when it comes to focus. A lot of people think that they are good at multitasking but really what they are doing is rapidly changing between a variety of small similar tasks. In their mind they are getting a lot done, but really what they are doing is just moving back and forth over time, which creates the illusion of great work productivity.

The problem with that is you lose focus and you only have so many attention units. That is the amount of focus you can put on an individual task at any given time, and the more tasks you have or the more difficult the tasks, the more complex and lengthier they are to complete, and they've taken more of your attention too. This pulls your attention away from your focus on the things that matter. Focus on the thing that's right in front of you right now and get it done so that people can understand what they're working on, which will make you more efficient again. So, eliminate those other pieces, get focused on the task and make sure that you get that to completion.

Attention

At the time of reading this chapter, write down what has your greatest attention (in business or your personal life):

_____

_____

_____

_____

_____

Part 6: Setting Up Your Day

To become efficient and effective after you have completed the list, the next thing is making sure your day going forward is fixed. The best way to do that is to make sure you set up recurring tasks at specific times each day so that you do them at those times and try your best not to do them in any other part of the day so that you can focus on what matters. Maybe that's 10 a.m. and 12 a.m., and maybe it is 3 p.m. and 4 p.m. or maybe it is 10 a.m. and 2 p.m. — it does not matter. You should have that same sequence every day so that you wake up at a certain time or eat at a certain time. Make your business day and your life efficient, so you know you are doing the same thing every day. If you are doing a task every day and it is not being done at the same time every day, you should schedule it to be a recurring item in your calendar.

If you're working out at 4 p.m. on Mondays and 2 p.m. on Wednesdays, immediately stop that and change it, so it's 4 p.m. on both days or 2 p.m. on both days. Do not switch back and forth because then you are not setting your day up correctly, which means your days become weeks, and your weeks spill into the weekends, and you cannot have any unplug time. This may not be important to you, but I think a

lot of people find that the more ample time they have, the better.

My recommendation here is that you start by having appointments with outside vendors or customers two days per week, which leaves three days per week to do your business, working on the business or working in the business. Saturdays and Sundays off to start. As time goes on, you only open up call time or schedule time once your existing time slots are 100% full – never before.

Here is your new schedule going forward:

Day	Mon	Tue	Wed	Thurs	Friday
AM	P	S	P	S	P
PM	P	S	S	S	P

There are only two tasks in this chart:

P = Produce – this is busy work in your business.

S = Sales – this is generating new business or creating relationships.

Part 7: Communication

Make sure that your communication is extremely effective. Everything you do should be in the shortest, simplest way possible so that you can do what Chapter 1 is all about, which is being succinct. Make sure you focus on answering questions in the shortest route possible with maintaining the

intent — do not cut so much out of your explanations and conversations that it doesn't make sense anymore, but just listen to the question and answer it. Make sure you focus on the pieces that are important by being very succinct. So, if I am going to ask you a question and it can be answered yes or no, answer yes or no. Do not say but, why or maybe this or maybe that — say yes or no and then move on from it. With email, the same thing: short answers or one-liners. With your voicemail, one-liner. Everything should be as cut and dry as possible.

Here is an example:

"What time do you want to meet?"

"Hi Jim – Here is my calendar (insert Calendly link here). I propose Tuesday at 10 a.m. Please select that time or choose another one if it works better for you."

You have now effectively eliminated the back and forth scheduling.

<u>List anything below that requires more than one email to answer or schedule</u>

1. _____
2. _____
3. _____
4. _____

Part 8: Notifications

Turn all notifications off on everything you have except for email and phone calls. With phones, use something like Grand Central. Grand Central will give you a phone number that you can give your internal team or your clients, which will then reroute the phone calls to your phone but will still display a caller ID, and will allow you to accept the call or decline it. It also lets you listen to voicemails live as people leave them. Other good techniques can be found in *The 4-Hour Workweek* by Tim Ferriss. The important thing is making sure that you eliminate the notifications so that you do not lose what we talked about in Part Five, which is the focus. Do not jump back and forth from one thing to the next. Often people will get a ding from Facebook, then a phone call, then search for something on Instagram — you will get this back and forth motion of losing focus all the time because you have notifications that are just consuming attention units in your brain.

Confirmation of notifications (circle one)

I have turned off all notifications on my phone – Yes / Yes

I have turned off email notifications so that I only receive emails when I manually push them – Yes / Yes

Part 9: Evaluation

Every three weeks you should evaluate everything you are doing and figure out if it's working for you or could you eliminate or do something different to improve your productivity. Look at all the other steps and figure out if what you are doing today is going to work for today and going forward? Or does it need to change? Do not do the same thing just because you did it in the past. The repetition is good, just like when we talked about setting up your day with timings such as 10 a.m. and 2 p.m. or 10 a.m. and 4 p.m. and doing those things at the same time.

Setting up that system is important, but don't do it just because you've done it for the last three weeks or last six weeks, be willing to make those changes so that you can have a more effective outcome so that you can be better at your business and in your life. If there is a certain time that you think may be better, try it out. Try it for two weeks, three weeks, or even five weeks — whatever it is make sure that you can get efficient with that new timing so you can have more time and you can start compressing your workday.

When you are going through the process of evaluating your days or weeks, try to look back at the Pareto Principle, and ask yourself, is this particular task part of the 20% that causes 80% of the headaches, or is this the 20% that gets

80% of the results. The way you answer this question is very important. Evaluate your week, make changes, then retest again in 3 weeks.

Another way to get efficient is by eliminating some of the phone calls and meetings you take. Designate certain days of the week for taking phone calls or meetings as described before. What I do, personally, is eliminate calls completely on Mondays, Wednesday mornings, and Fridays which leaves me time to complete other tasks on those days with my full attention, and Tuesday and Thursday are set aside for taking calls. I would only spill calls over to Wednesday afternoon if I absolutely must. The reason I do it this way is that I want to make sure that everybody is getting a good opportunity to chat about their business, but also an opportunity to be plugged into what they are doing. It's a win-win because I can give my full attention to the task at hand, and so can they; we aren't juggling phone calls and meetings while simultaneously doing all the other things we need to get done in the week.

At a certain point in time, some of these concepts will no longer work because you are so busy. At that point, you can start delegating your calls to other people on your team, or even better yet; you can still do them yourself but start qualifying your calls more in detail.

List what you believe the most important 3 things have been in the last week:

1. _____
2. _____
3. _____

Ask a team member or employee the same question. Put their results below.

1. _____
2. _____
3. _____

Part 10: Perfect and Late

This is another concept that comes from a bunch of different books, notably The 4-Hour Workweek. It is essential to make sure you get things done within the timeline that you are allotted, so people are interested in continuing to work with you, even if the quality lacks slightly.

There are lots of times where things could be done a little bit better or with a few more improvements in one place or another. If you look at the Pareto Principle, you will see you could only spend 20% of the time and get 80% of the result, which is way better than spending five times longer and getting 100%. Do not shoot for the incremental, and then sacrifice the macro. There is just no reason to put all your time into something to get an incremental growth. It is far better to put a little bit of time into something to get a

maximum growth or maximum return but do not do it the other way around.

Most people will notice if you are incredibly late to complete a task, but only a few people will start to complain if you are less than perfect.

At all times, look at what you are doing. Look at the time and task, then prioritize what you are doing. Follow the 80/20 principle and eliminate the stuff that does not matter to focus on what matters most. While you are doing it, make sure your day is configured correctly — get your notifications all turned off, so you are more efficient and get rid of the communication that does not matter. You do not need to check those emails, especially the spam. Every three weeks make sure you recap everything you are doing and test against it again to confirm it is working more efficiently. After all, make sure that you prioritize getting things done over getting things done correctly. There is a vast difference between the two of them mentally, but there is not a massive difference.

Beginner Business Tip

Notifications are going to be the death of you as a business. So, I would recommend that you go to your phone and your computer now and turn off all notifications.

- If you are going to be making sales, start by turning off all notifications on your phone. Set it so you have a do-not-disturb mode after 5 p.m. and before 9 a.m.
- If somebody called you and you need to call them back, you're going to see that notification at some point throughout the day when you go to check it actively, and then you can call them back.

What ends up happening is you go through the process of making your schedule functional and organized and having Calendly integrated and having these other pieces associated with it. But the problem with that is you cannot get to a point where it's efficient enough for you to care about going to the next step if you're constantly distracted by the things coming in on your phone.

Advanced Business Tip

Tony Robbins has popularized the method of Neuro-Linguistic Programming (NLP) which is essentially a way of adapting your neurological process and behavior patterns to achieve a goal. If you want to be able to integrate a system or a process, condition yourself like Pavlov's dogs. Referencing the psychologist known for his experiments in classical conditioning in which he taught

dogs to associate the ringing of a bell with being fed. After developing the association, the dogs would respond to the bell even without being presented with the food.

That is similar to how NLP works. Take something like BoomBoom(www.boomboomnaturals.com), which is a line of inhalers. You pick a scent you find appealing and every time you do something that evokes positive feelings, you inhale it. The producers of BoomBoom call this "anchoring," and it allows you to integrate that process in your brain by using olfactory communication to tie that scent in your mind with positive feelings. When you need a boost, you can simply inhale that scent and trick your brain into feeling positive. If you do that repeatedly, like Pavlov's dogs, you're going to be able to integrate that in your brain.

- You will have to spend the time upfront on training your mind with NLP, typically four to six weeks.
- Focus on how you can use NLP to your advantage because there's going to be times where things are going to be difficult, and you should look at how you can encourage yourself to build more confidence when you're stuck in a sales call, and you're not winning.
- NLP is a way to help systematize the way that you are going to be improving your sales

process or your confidence or the way that you negotiate with people.

CHAPTER 4

Eliminate Waste

There was a time many years ago when I was running a painting company with one of my great buddies, Dylan DeCoste. One of the biggest things we learned those summers painting houses was this: Things work better with a system.

Every day we would get up and go out at roughly 6 a.m., after sleeping at his parents' places, get into the painting truck, drive to our next job and then try and figure out how much work we could do that day. That was a huge mistake. In our four months of painting, during the summer between years at university, we had a great experience and made a decent amount of money, but the part that we screwed up was we never took a chance to eliminate the things that didn't matter. We focused a lot of our efforts on just pushing through. We were pushing through how much stuff was going on, pushing through all the components of work,

whether that was quoting a job or filling a role — if it was anything to do with the job, we just thought more was better. Our numbers came out great at the end of the year, and we were happy with where everything went, but then we realized that we did not have any systems in place to eliminate the things that did not matter. This would be a significant issue if we were going to continue to scale the business, and both of us knew that. Unfortunately, we decided to pursue different businesses afterward. We, therefore, did not get the chance to scale beyond that first year, but a valuable lesson was learned; run your business like you have 100 employees, and one day you will.

One of the biggest things we wasted time on was driving to the paint store every single day. Each day, we would run out of something on the job site, stop what we were doing, find the nearest paint store, drive to the paint store (sometimes together because we wanted to take a little bit of a break). Then we would have to ask the paint store to make some paint for us based on the sample we brought with us from the job. Then, by the time we got back, having wasted about 90 minutes or so, we were racing against daylight to get the job done before dark, especially in late summer as the days got shorter. When you are painting exteriors, it is challenging to have a very efficient workday when you only

have so much daylight, every hour counts because you don't want that sun to go down.

The lesson we were able to take away, though, was that it is not always about how fast you do things. It is not always about how much of something you do; it is about getting efficient and effective at the same time by eliminating waste in your everyday life. And for us, the elimination boiled down to doing four different things.

1. Get the paint store to deliver the paint.
2. Spend more time quoting the job to get an accurate idea of supplies needed.
3. Delegate tasks to other team members.
4. Plan at least two weeks ahead, because something always comes up.

We took those experiences from painting, and both of us went our ways. I ended up spending time in a Chiropractic school in New York State, and he ended up moving to the Congo to start up his own business and work with some people in the mining industry. We learned a lot of things together in a brief period that made me understand it is not always what you think you need; it is usually the absence of that thing that you need. For us, we were always worried about, "How can we do more and more?" When the question we should have been asking was, "How can we eliminate the parts that don't matter? How can we systematize payroll?

How can we systematize people? How can we systematize booking? How can we systematize all these other pieces so we can look at everything and say we've eliminated this step or eliminated that step or we've delegated this step to somebody else so that we don't have to do it ourselves, we can focus on the things that matter?"

When you first start painting, it is honestly a pretty difficult skill. Once you have a new employee that comes on you are going to start training, you have to realize that there's an acceptable period when you as the owner/boss/manager are going to have to spend time training that person which is going to take time away from your day. Therefore, a flat paid job is usually not a great indicator of anything because what most people end up doing then is not spending the time to figure out how to get more efficient because they get the same pay all the time.

There is a quote: "If you pay a man for his time, he will give you his time. If you pay a man for his result, he will produce the result." This is an essential concept because a lot of jobs out there, especially in start-ups, are paid hourly just to have these different components. Yes, there is equity in stock, shares, and other things that are given but a lot of companies, even the more mature companies are paying by the hour. The reason they do that is because it is the most natural thing for them to measure. You come to the office at

9 a.m., and you leave at 5 p.m. We are going to pay you for X number of hours, and as you are going to work five days a week, it is most likely going to end up being 40 hours. That is the easiest way to measure the output of somebody. However, the problem is that this method lends to having a ridiculous amount of waste and inefficiency day-to-day.

List 3 tasks that you do every day for your business:

1. _____
2. _____
3. _____

What would happen if you did these tasks every 2 days?

_____

_____

_____

What would happen if you did these tasks 1x per week?

_____

_____

_____

_____

Finding Your Continuum

The way that you manage your future is you must have a continuum of important factors in your day-to-day. If you are the owner, someone working for the owner or someone in

middle management, you must have a continuum of the least important things on the left side of a piece of paper and the most important things on the right side of a piece of paper. What you do is you take that continuum and you essentially break it down so that you figure out what you need to do to make sure you focus most of your time on the things that are on the right side of that sheet. The things that are on the right side of that sheet are typically going to be the most important, and if you start eliminating the least important things, effectively you've eliminated waste from your day which is going to allow you to be more efficient and more effective without actually having to do anything.

Take your list of 10 daily items from above, and put items 1 to 5 on the right, in the most important items column, and take items 6 to 10 on the left in the least important items column.

Least Important Items	Most Important Items

So, going back to the painting example, the big mistake that we made was we focused on how we could do more and more instead of looking at where we could eliminate the things that do not matter anymore. And that is a hard question for people to ask. So, for those of you reading this, I think it is worthwhile to sit down and make this list, this continuum of importance, and you should make two of them.

The first list should be a business list of all the things that you are doing in the business that you think is important or not important. Your second list should be geared towards your personal life because what ends up happening in the case of start-ups, small business owners and entrepreneurs is that you do not put any delineation between your business and your personal life. You have one continuum (work) that is the most important thing and everything else is second to that. That continuum is kind of screwed up and the reason that it gets screwed up is that we are passionate but what matters most is making the money to do things we want to do.

So, I suggest two continua. Write them down and then look at the very middle point of all these tasks that you think are important. Cut the paper in half, and everything on the left side: just eliminate it for two weeks and see what happens, just stop doing it. You are going to find that the things you thought were important are not essential, and the things that you thought moved the business forward are not those things. You must be willing to cut some things and eliminate the waste in your life to be able to move forward.

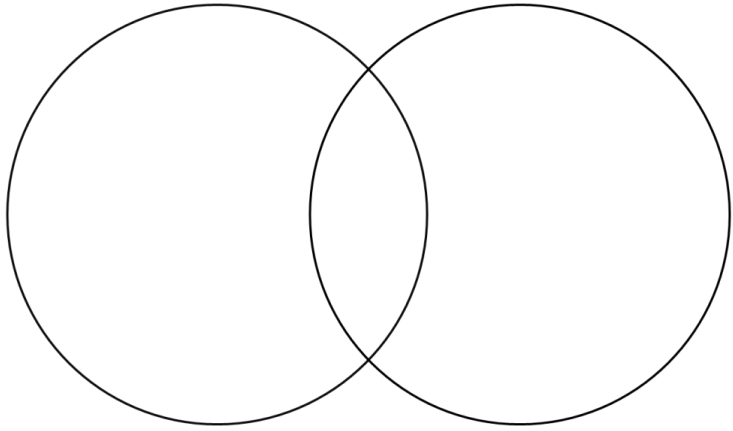
The next thing you need to do is look at what you value. There is a level of importance that you must go through and track these items, but you also must look at what is important to you personally at the core level. So, there are important business tasks like if I do not do payroll, the employees are not going to get paid, that is important, but it is a relatively low value because it does not move the business forward. What I recommend is have a list of the crucial factors but then also what you value most. This value list is probably going to be small; you should have two or three different things you value most, and then when you go to eliminate these other tasks, just start chopping them out of your day.

You look and say my value is to work X number of hours, spend X amount of time with my family, hit these revenue goals, have these clients satisfied, or whatever your goals are, and then you put your values there. Then say the most

important thing to me is making sure that I spend time with my family; therefore, I am going to stop work at 6 p.m., no matter what the revenue is for that day. Using this model will help you get a clear picture of your values and whether they are aligning with your goals.

The next transition is really into work versus life. I think this is very similar to the other topics addressed about figuring out how to eliminate some of these tasks. You must be able to put some boundaries around building your work and your business around your life instead of building your life around your business. And that could be a super tricky concept for a lot of people who say, "Alright, well, I'm going to have a business, and my life's going to fit in wherever it fits, and maybe I'll see my kids, maybe I'll see my spouse, maybe I'll see the rest of my extended family and maybe not." You are putting work as the cornerstone of your life instead of life being the cornerstone of your work. That is a challenging thing for a lot of people to understand because it is a dichotomy and a decision that must be made quickly. Once you go down the wrong path, it becomes challenging. When your list of importance and values are written down, you can make a Venn diagram of work tasks versus life tasks then use that to make a list of everything you want to accomplish for the year.

Put your personal goals on the left, professional goals on the right. Anything that shows up on both lists goes in the middle crossover section.



A Year's Worth of Goals

At the time of the writing of this book, I am coming upon a new year. I am trying to get this fully completed by the time we launch the year but, seeing as we're three days from it, that might be a little tight. Nonetheless, make a list of the things you want to accomplish. I like to pick ten just because ten is easy. You could choose 12 if you are going to have one task per month but try to choose tasks that can be completed by the end of the year. An excellent place to start is three short-terms, three mid-term, and four long-term goals within the year. You can have other dream lines or different set time

paths that you are going to go down in the future, to say, have a five-year goal of making a million dollars a year. That is great, and you can build it into your one-year goals, but I think you must make a list of the things you want to accomplish this year and this year alone.

If you are setting your goals along what you want to achieve in five years, you are doing this wrong. Five years is a large scope and difficult to associate with smaller goals that can be accumulated with day-to-day tasks, which are what help you achieve that goal. So instead of that, make goals that are within a year, ideally make them less than that, about six months at a time, so you can test them and recheck them. I have never really had any goals that have remained the same for over a year.

There might be some longer-term goals that get pushed forward and pushed backward, but at the end of the day, I think you need to make these short-term goals because those are the ones that are going to be affected by what you do. Every single day you are going to wake up and do something that is going to impact those goals. It might be a good thing, it might be a bad thing, or it could be neither, but at the end of the day, you are going to work on getting those goals complete.

Accomplishing Goals

Once you have written down those ten goals. Again, the reason I choose ten is simply that it is a manageable number to land on and refer to when prioritizing. You can easily write them down in order of importance so that you understand how that is going to fit into your plans. Write down these goals and say, "Listen, in our business, we're going to hit a million dollars this year; however, we're also going to have 50 new clients." When you write those two goals down, you must decide if one leads to the other? Is one a symptom? Is one a result? Is one the cause? Is one the effect? Write those down and think about how you are going to do it. Ultimately revenues and finances and a lot of these output goals are just that — they are output.

Do not confuse the input of what you do every single day with the output of your goal. Your goal of making a million dollars might be there, but how many clients do you need to do that? Is it 50 a month? Is it 100 a month? Is it 1,000 a month? Look at that and figure out what it is you need to do to be able to get to that goal. Realize that finances are just an output measure. By having a financial goal without an input measure like the number of clients, the number of sales calls or number of productions is idiotic because all you're doing is saying, "I want to achieve some numerical value without

having anything to stand it on." That is one of the essential things. Write down this list of ten items, write them one through ten, one being the most important, ten being the least important, and attack them in that order, understanding that some of these things are output measures meaning you can't do anything to affect them.

This section is all about weekends. There is this funny delineation that people have between the five weekdays and the two weekend days. I think it is kind of crazy that we've set our world up in this way to say we're going to work five days a week but have only two days of the week that we're going to look forward to and these are the two days we can spend time with family. The problem with that is we spend five of seven days a week doing something we do not like in preparation for two out of seven days of the week that we somewhat want. Then we must go back to five days again next week. Waiting for the weekend or looking forward to the weekend is a stupid way to live your life because that's not really where things are at, that is a symptom of not liking what you are doing the other five days.

The best suggestion I can give is before you adopt that mentality, check yourself:

- What are you doing every day?
- What is it that you want to do?
- How can you change things?

- How can you do all the different steps to make your life easier?

Ask yourself these questions so you do not look forward to Fridays and, instead, you look forward to Mondays. "Man, I can't wait to do some work today! I cannot wait to help some people! I cannot wait to have a great vision! I cannot wait to serve the community! I cannot wait to help small business owners! I can't wait to help people in my practice!" Whatever it is that you want to do, make sure that you do not look at it and say, "Oh, the weekend is coming…" because then you are always going to let yourself down. Then you're going to realize that you're living for something that you can't afford, and you can't enjoy the time with your family because you've spent all your time focusing on two out of seven days a week.

You would never focus on two out of seven anything. So why do you do that during the week? If you had seven tasks, you had to get done, and you botched five of them, but you think, "Oh, I did two of them." Well, that is not a very good batting average, but that is essentially what you are doing with your week. If you eliminate the Weekend Mentality, you can commit to the fact that you are working when you want to work. You are having personal time when you want to have personal time, and you will realize that there is no delineation between the workweek and the weekend.

That transitions into the same concept for each day. I recommend always working 12 hours or more each day. The reason you do that, especially when you are younger, is because it hones your ability to appreciate what you have. The more difficult you make it for yourself originally, you harden yourself so that when you want to work nine hours one day it feels like a breeze. If you are going to work seven hours one day, it feels like a breeze. If you are pounding it all the time, 12 hours a day, seven days a week working, and then still having lots of time for family.

If you think about it, you have 24 hours in a day, and let us say eight of those, you sleep. So, you are left with 16 and you work 12. Then in the middle of that workday, you spend an hour with some family, plus another three to four hours later that day. Then that quickly becomes flexible for everybody in your life without having to work any less. You are working more, you're producing more, you're outputting more, you're doing more for your family, you're giving your family opportunity, and you're making it easier for people without having to sacrifice everything else. You can work and feel good about what you are doing because you have mastered the "Eliminate the Waste" concept.

Compressing Time

The reason that a lot of people have household stress and problems is they have not figured out how to eliminate the waste around the day. If you have these 12-hour days, you are doing a great job; you are measuring in quantity again instead of quality. You kind of miss this eliminates the waste concept. You should be looking at all the things you do. Are you checking your email an hour a day? Well, stop, do not do that. Check it only once a day for 10 minutes. Are you browsing Facebook for an hour a day and making yourself inefficient? Every hour that you are doing something that is an hour you are taking away from spending with somebody else. So, the easiest way to do that is to make sure your workday is very efficient by eliminating waste.

I predict that roughly 40% of what you are doing every day, both in your personal life and your business life is a waste. It is just a waste, and you do not need to do it. It does not help you be happier. It does not help you make more money. It does not help you improve your relationships. It does not help you get ahead in life; all it does is fill time. And because of that, it is just a pain in the ass. So, I recommend that you sit down, look yourself in the mirror, and decide where you are efficient and where you are not. If it is something, you're not adept at, eliminate it. Then delegate

that task to somebody else so that they can efficiently and effectively complete the job that would be holding you back. It still gets done, but you are not doing it yourself.

CHAPTER 5

Measuring Value

More than five years ago, I started looking at the opportunity to sell different services, and one of the things that I noticed over time was that selling a service or product is not that difficult because what needs to be done is you need to match the problem to the solution. You must then you also measure the value of the solution when you go into a project, regardless of if it's an excellent service or a small service or expensive service or inexpensive service, it doesn't matter because what you're doing is you're looking at the problem that an individual has. Then you are looking at the cost or the price of what they are doing.

So if someone came in and said that they're interested in having you market for them and they say that their number of leads that they need to have is a 100 per month, well the thing that they're going to measure or the outcome that they're going to be looking at is the 100 leads per month. The next thing you are going to do is you are going to give them a

price, and that price is going to be a dollar amount. Now when people look at the outcome, which is those 100 leads in that price, which is the dollar amount, the difficulty is going to be that they cannot necessarily understand how X leads to Y. And because of that, that is where the cost comes in, and the cost is the difference in opportunity between the price of what you are asking for and the service or product that you are delivering.

The gap between the price and the actual service that you're providing is where value comes in when you're selling something to individuals in your business, whether that's one-on-one sales, or group sales, high ticket sales, low ticket sales, recurring sales, services or products. It doesn't matter what it is; you must be living the value of what you sell and encourage people not to have a one-to-one relationship between the money that they're giving you and the service or product you're providing. For example, David Meltzer talks about the 100/20 rule, which is: Give me 20 bucks and I will give you $100 in value. It is a 5x return on their investment. And because of that, I think one of the most important concepts to look at there is, how can you take the value of what you are providing and multiply. You can either sell it more, you can create a better service or product, or you can do both.

Adjusting Your Perspective

In my opinion, the innovation that you need to create to be able to have a better product and be better at selling is a two-step process. You need to focus on how you can do more all the time, but then how can you focus on creating additional benefits, not features, but other benefits to your audience so that they can sit down, look at what you're doing and then buy what you have without having to measure the value directly. They could measure this value repeatedly by merely looking at what they are paying in what they are getting, but not everything is in terms of dollars, and not everything is transactional.

In terms of today, for example, today there might be an opportunity for somebody to give you $100 and, in turn, you bring them $2,000 in revenue business, that would be a good trade, that doesn't require them to measure the value because it's obvious. When it's not clear is when there's a sales process that one must go through, and individuals are looking at it and saying, "Well I'm not entirely sure that this process is going to be the right way to do things." And because of that, they transact a specific dollar amount, expecting to multiply that money right now, the problem with measuring value is that not everybody understands or has the same benefits in

their mind. There are only three things that matter: making money, saving money and saving time.

The way you focus on making sure that works for you is you must be sitting down and looking at: How does it increase the top line? How does it save the bottom line? So when someone's buying a car, for example, it's saving them time, it's not making them money and not necessarily saving them money, but if you frame it differently and create more value for them, you could be saying, "Listen this car is going to get you to work so you can make money consistently. It is consistently going to help you take your kids to play their baseball games. So, in that way, it is going to save you time, save you money and help your relationship with your kids."

The framework or positioning of it takes away from the fact that they are going to have to pay $500 a month for this car. They're going to be looking at it and saying, "Well, what is it that I can do by having this opportunity because you've created more value for me than what the actual product or service is worth." And so, when they look at it and frame it in that way, you are just selling a different component of what you have as opposed to having a different product. For example, you could take two cars that are different prices, and you could create the same value in the mind of the prospect for both of those.

Selling Opportunities

It does not matter how much the car is worth. You are selling the opportunity or the solution to their problem in a way that is going to make it easier for them to purchase what you have to offer. So when you go through that process a lot of people have a difficult time understanding how to stack what they have to sell, and so my recommendation is three things: First thing, you want to sit down and you want to look at what it is that you sell and who is it going to be sold to? Is it a broad audience, a narrow audience, a time-based audience, an age, a relationship, an interest? Figure out the exact audience then discover what would be valuable to those individuals. Are they more of a make money, save money or save time individual? Because those are the three pieces that they are going to be evaluating it against. Then pick one of those three things: saving money, making money or saving time, and position your product against one of those three things all the time, no matter what. Then, go through the process of testing this sales process against multiple prospects. Get them on the phone, say, "Hey I have X widget, I want to sell this widget to you for $100, it's going to give you $50 in value because of X, Y, and Z." List the benefits, not the features. People do not care that the car has a gas pedal and a brake and an odometer and four gears and

all of that. What they care about is that every single day when they get up, put the key in the engine and turn, the car is going to start.

And because that is what you're selling, you're selling the opportunity or the value of the individual or the value of the service with the value of the product, so that each person who's purchasing the outcome is going to understand that the price is less of an issue. Cost is only an issue in the absence of a value, and for that reason, you should always be leading the sales process by stacking the value upfront.

CHAPTER 6

Education vs. School

This is one of the most exciting topics that I have come across in the last three to four years, given that I spent five academic years going through chiropractic school in upstate New York. And one of the things I have learned is that what you are learning in an educational environment is not always what you need to have that freedom or ability long term.

I think a lot of people look at education in the formal sense and sit there and say, "Well, if I get more educated, my outcome is going to be better, or my chances reaching the desired outcome are going to be better."

And while that was probably true 30 years ago, I think now people have begun to realize that it is a bit of a racket in the sense that more education is essential, but more schooling is not. And the significant definition or difference that I instill about this is that education is what you do to continuously learn and improve the process of what you are doing.

Where schooling is a formality of going somewhere, where people teach something in a lecture type of environment and then ask you to recall that information based on a set of parameters. The public-school system or just the general school system is one of the best examples of why this system does not work.

And the reason that does not work. So, they are formalizing education or what they think is education, but really what they are formalizing is a school. By formalizing school, I think one of the biggest mistakes or one of the things that a lot of people have a difficult time understanding is that that is not always the best way to do something.

School is not always the way to success. And, with that said, I believe the formal education system needs to be changing because if we want to be great at something, we're not going to be able to sit here and say, "Oh well, these are the steps that you need to do every day to be successful." That is just not practical at all. In the traditional education system, we are sitting in lecture halls learning to repeat the facts. They are teaching the what and not the why. That type of education is suitable for a specific population of people — people who want to be average.

I've spent a lot of time in the formal schooling system and a lot of time developing a program to teach people who are going to be workers and there are only two kinds of people in

this world — workers and non-workers. Workers are the people who are doing all day-to-day work for other people, and the non-workers are what people refer to as business owners.

Now that could be white-collar jobs, blue-collar jobs, or really anything in between. Still, the point is, the people who understand how the world works typically end up not being workers, and the reason that's the case is that they realize they have a skill set that could be monetized far beyond what they want to do. Now, some people will say, "Well, formal education is the path to success. If you want to be a doctor like myself, you have to go to school to do that." And that is okay because that is an excellent way to make sure you get what you are looking for. Still, at the same time, you have to remember why you're doing it, the reason you're going to school is that you really have no other option, and if the reason you want to become a doctor is to make money, that's probably not going to be the best way to do it.

And the reason I say it's not going to be the best way to do it is that your income potential as an employee of a hospital, for example, is limited by the situation or the circumstances that you are put into. And so, because of that, a lot of doctors are capped on their income. Yes, they make a lot of income, but they are in the Robert Kiyosaki loser

column because they are being taxed exceptionally heavily, and they are putting in all the hours — 80 hours a week.

Yes, they make good salaries, but if you take someone who is super happy making $40,000 a year working 40 hours a week, that is great.

But if you take somebody making $150,000 a year but working 80 hours a week if you look at that and kind of break out the math yes, it's better to pay at the 80 hours a week for $150,000. But when you take all the taxes, and you take the mental exhaustion that people have because of all the work that they've done, you're going to find out very quickly that the 80 hours for $150,000 is not worth it.

Now, if you love what you do, that is something different. But the big trap people fall into is they look at formal education, they say, "Well, that is the key to my future."

Now, 20-30 years ago, in the '80s, maybe even the '90s, education was the next step to be able to get to that next level or have that great job or work with some company that you otherwise couldn't work with. But moving forward long term, that is not a great strategy because the problem is you get limited in this belief of, "Oh, I'm going to work for someone else. And then you just do what they're doing."

And some great quotes have been written over time, and one of them is, "If you spend all of your time working for someone else, and you're not willing to do your dream, you will end up working for them, doing their dream." That's one of those quotes that kind of hits you hard because you realize you're going through this formal education system with the hopes of having something more significant, but at the end of the day, you're just helping someone else achieve their dream. This is fine if you want to be average; if you wish to do what everyone else wants to do, that is the best way to do it. But if you want something a little bit more attainable, sustainable and easy for you to capitalize on, I think you should have a pursuit of knowledge in the quest of education and not school education. But in the sense that you always want to learn because that is the way you are going to be able to get more effective long term.

Crushing Creativity

When you look at the standards, school system, K-12, you are going to notice three crucial things. The first thing you are going to see is that everything is a one-to-one relationship: question and answer. The second thing is creativity killed because asking "Why?" is always a problem for those in the business of educating. It makes them feel that someone is

threatening their ability or threatening their knowledge of what they're teaching when a young kid is asking, "Why?" in the pursuit of creativity or an answer that's greater than what's been produced.

The third thing you are going to find in the education system is that there is this direct mapping between what the school wants and your grade. The education system wants you to answer with what they have taught, and then you are graded from 0 to 100 being the best score you could get. You are graded on how much of that content you know when at the end of the day, we know that the lowest grades, typically speaking, actually perform the best in the real world. The reason is that they understand the practicality of what matters and what does not matter. And a lot of people are under the assumption that "Oh well, the thing that matters is that you get the highest grade in school because that demonstrates that you can commit to something that demonstrates that you can push yourself beyond that limit and you're able to work toward something, and you're able to retain information, and you're able to do all these different skills."

We know that there is a very poor correlation to working hard, working smart and your actual grade. There are a lot of individuals who work extremely hard, like construction workers, who do not get a lot of output of pay. Some of them do, do not get me wrong, but others do not. There is no

correlation between the effort, the hard work, the grinding, the grit, the pounding that occurs in your regular worker job, and the actual outcome. Either the benefit to society or the actual output in terms of funds or monies that are made.

Degrees and Golden Tickets

A lot of people try to buy this ticket, this goal, through university, through a degree. They are getting an associate degree, an undergraduate degree, a master's degree, a Ph.D., some other kind of degree that exists and saying, "Well if I had this, it's going to make me stand out further." But if you roll back a few years, you look at it, and you say, "Well, originally, people only went to high school, and then the people who were good went beyond that, and they said, 'Okay well, I'm going to go to university may be a college, a two-year degree, four-your degree.'"

And now, we've got to this point where there's an inflation in grades or marks and what's ended up happening is, the grades have gone higher, so people got in higher education, they get an associate degree, and that's become a bachelor's degree. And now, bachelor's degrees are the standard whereas 20-30 years ago, that standard was high school.

The important reason is that all we've done is change the standard and move it up a few notches, without

understanding the way that action needs to be changed is people need to look at what they currently have and decide: Is that enough education or do I need more? And a lot of people think more education is going to lead to better outcomes. While that is true and correlative, there is not a correlation between financial success or business success and the level of education that someone has achieved. If you look at some of the top entrepreneurs in the world, the Gary Vaynerchuk, the Steve Jobs, every single one of those individuals did not go into the higher education system because they understood one thing. It is that there is no outside impact that can change the way that somebody views the world because they either do not understand one of two things:

1) They do not have gratitude, so they do not understand the more good stuff they put out there, the better things are.

2) They do not learn how to learn and learning how to learn is one of the most challenging skills, one that I have had a lot of difficulties trying to figure out.

But if you look back and see where you do well and where you don't do well, you're going to find that one of the easiest ways to get good at learning and retaining information is writing it down. And there are quadrants of people who learn a certain way, or they need a particular input sometimes tactile, sometimes visual, occasionally auditory, sometimes

written. We know that's not true, and not one-to-one correlative.

Most people need a combination of all these things, but one thing is for sure, the speed at which you absorb information or the rate at which you input information is more important than the speed at which you can pass it back out. If you take the time to write down notes on paper, it forces your brain to interpret what you are writing down as opposed to just sitting there and just crushing out notes verbatim.

And because of that, one of the things that happen is you slow down, you get creative with what you are interpreting, and you understand it on the fly. This allows you to write down better notes which initiate your brain to process it in your handwriting. Because your brain is processing information better, it needs less complete information to be able to come up with the right answer.

So, individuals who write down notes, not verbatim, but write down notes about the topic they are working on, will find that they are able to retain that information more accessible. They are putting out a recollection or a repeat of the information that they have just heard or seen, and because they have listened to it and they have physically examined it. Then they have written it down the chance of their hippocampus integrating that information and storing it

and taking it from short-term to long-term memory is going to be a lot higher. If you spend the time to learn how that process works for you as an individual, because it's not the same for everybody, if you learn how to do that step as an individual, you will find that you are much more effective at post-secondary education.

The Debt Scramble

Now, the next exciting thing is you go into the debt scramble. In the past, you could go to college and get a degree that was affordable and worth something in the job market. Now, times have changed, and getting even an associate or bachelor's degree is expensive and does not impact your success in the job market. Lots of us have gone into debt for a college degree, hoping for a return on that investment and instead have got ourselves into a cycle of debt because we cannot secure a job that pays enough to cover student loans. Even educational institutions, businesses, go up 3% per year. That is fine, but what is not okay is there is a challenging time when somebody says, "Well, five years ago, I paid $100,000 for this, and today, I'm paying $150,000 for the same thing. Over five years, that is 50%, clearly not 3% per year, even when adjusted for inflation.

So the cost of school, formal school, not just education, has gone up so much that when you look at it, you say, "Well I'm investing all this time and money and interest on debt to be able to do this, that it's probably actually not worth it because the skills that you're gaining, those interpretive skills that you are getting overtime, are not proportional to the money that you're going to make at the end. Then when you add the debt back, you realize that it's probably not a good deal at all, so you have to be considerate when you look at school and education, of what the actual goal is or what the Y is. Do not look at it like: I go to school, get an education, I get better. Look at it like, if I go to school and I invest my time, money, and effort, will that come out the other side as a benefit of time, money and effort?

And if the answer is yes, and you can calculate that, and you feel good about it, great, and if you don't care about that at all, then what you do, you just make that decision on emotion. But typically speaking, we know that people buy on emotional decisions, but kind of sell themselves in a logical way. They try and reason through: "So people go to school, and they spend the money and collect the debt," emotionally. But they have logically justified it by saying, "Well, I've spent this money, so I'm going to make it back." That is the sunken-cost fallacy, which you can hear me talk more about

on my podcast, The Prospecting Show, episode 24 with Dr. Mat DiMond.

But the whole concept is that people have got themselves invested in the education system, both through going to school for 12+ years and then an associate or bachelor's degree. Then a formal education beyond that, they put so much time into this. The only thing they know is that they feel like if they have already invested so much that they just cannot back out. What they are doing is doubling down. Just say, "Okay, well, I've already got myself into this. I might as well just keep going." And the whole "just keep going" concept is terrible because the only thing they are doing is self-justifying why you should go to the next step.

So, my recommendation is do not ever look at something with the sunken-cost fallacy and say, "Well, I'm already invested, I might as well keep going." Look at every situation in isolation and say, "Is this worth it?" "Is the money, effort and time into it, worth the money, effort and time out of it?" If the answer is yes, you should do it. If the answer is no, you should not do it regardless of the pieces involved.

Now, there are times where people look at education, and they say, "Well, learning is the part that you need to know, or you need to have a good college experience." But the thing is, you can have a great college experience without collecting this ridiculous amount of debt. If you look in the United States,

for example, going to a private school versus a public school in the same area. It is unlikely that you are going to have that much of a difference of outcome or that much of a difference of experience. It's kind of a fallacy again to say, "Well, I need to go to school to get experience, go spend $10,000 and go learn about some culture when you could just pay for the courses you need. And at the end of the day, you look back, and you say, "Wow, my skillset is the same as the guy who went to school."

Do not think that your investment is purely just to go to school or just to get cultural knowledge or cultural exposure. Look at it and say, "I'm investing because I think it's going to multiply my capacity or outcome, long-term, if that's true, then yes, you can go through the process and increase your outcome. However, there are a lot of people who spend a lot of money that can never make that money back.

Applying Knowledge

Knowledge is one of the hardest things to apply. There was this thing that we used to do in school that was Knowledge, Thinking, Application, Inquiry questions, KTAI. And because of that, what everybody did was they broke down questions in different categories: Is it knowledge, just straight yes or no questions? Is it thinking, taking what you

have learned and expanding on it? Is it an application, applying that knowledge to some other situation? Is it an inquiry, are you looking into some problem and trying to manipulate it? Knowledge and application incur the thinking questions like those high-level ones that you would sit there and say, "Well, I have all this assimilation of knowledge from different areas, and I pulled it together to solve a problem. Now, the problem with school, or formal education components, is that most systems are based on knowledge only. Why you might ask, well, it is great because you can test it. You can make a Scantron bubble in the sheet. You can grade a test easily, but the problem is in the real world when you go through problem-solving techniques. You never have one or two answers or even four possible answers. Unlike a multiple-choice test, you typically have 100 or 1,000 potential solutions. And the solutions are not in front of you, so you must come up with an answer based on your knowledge and your experience. So, making decisions, or this decision-making process is not learned in formal education.

The best people in school are looking at knowledge and application questions and trying to figure out: How can I learn that skill set? Not just, how can I get to the next grade or the next level?

If you look at universities and colleges, most of them are teaching that kind of model. I think you will find the higher

you go into education, if you do not specialize in healthcare, you are going to find you get away from straight knowledge. Questions in healthcare, you are going to stick with expertise because there is a lot of this rote memorization or rote knowledge that is required. Examples include things like anatomy, physiology, and biochemistry that have a very one-to-one relationship. However, they still teach at those higher levels.

How to convert a piece of knowledge into a piece of application? Figure out how to test around that and turn it into inquiry because then you get into the thinking process, and that thinking process is what results in you being smarter over and over again?

People think it's interesting they go to the gym, and they work out their muscles, and their muscles get bigger over time, and they understand the relationship, but then what they do is go the next 30 years without ever exercising their minds. And if you never exercise your mind, you cannot be surprised when it does not grow. Some people look at that and say, "Oh, that is not the way things work, but it is at the end of the day because your mind is a muscle, and it adapts over time. It learns more, the more input you give into your system, the more you can understand what is happening now, that translates into working hard, versus working smart for individuals who work hard. These are your people that are

like construction workers or people who are in labored trade jobs, they're always working hard, hard, hard and a lot of people say, "If you just work hard, you just put in the effort, you're going to make it and the problem with that is working hard is not to answer. Working smart is the answer.

Efficiently Lazy

Now, there was something we said about grit, pushing through a system, spending the time and learning how to do that, but the part that people miss is they just think more and more is going to be more productive, and that's not the way it is. You need to be efficient and effective. And the way you become efficient and effective is you take the laziest route possible. And there are some good quotes out there that say something like, If I have a challenging task, I want to give it to the laziest person on my team because he will find the simplest way to do it." And that is easily one of the best ways to look at big problems. Look at them and don't say, "Oh well, I'm not sure how I'm going to get this problem. They are going to go and do lots of work and test and test and test and try to figure out how to get to the next step. Now what you do is you step back, and you say, "I'm going to make the best of the situation. I am going to think it through. I'm going to solve the problem and then go from there."

The people who go through consistent and constant learning focus their efforts on having life-long learning, typically the people who do the best are reading. If they are taking in information through Instagram and YouTube and blogs and podcasts, and all the other available channels, they find that those people do better because they have a greater sense of the ability to learn on-going.

Some people go through the learning process and stop because they think, "Well, I've gone through school, and I'm willing to invest hundreds and thousands and tens of thousands of dollars in an education system." Still, then when they are 35, and they want to learn how to do something, they are not willing to spend $25 on a book or $3,000 on a course or $5,000 on mentorship. Still, they had no problem borrowing money to listen to somebody talk who is only taught for the last 25 years and never actually applied anything. It is a backward following. I can understand why a lot of people have a difficult time with that. Still, you must be willing and committed and set up to learn continually, whether that is through books, through mentorship, through people online does not matter what the method is. Still, you must be committed to continually learning.

The biggest thing I took away from going through different levels of formal education, both in Canada and the U.S., was the ability to learn how to learn. That is a very

complicated lesson for people to wrap their heads around because learning how to learn is kind of like inception in deep level drill-down of what you need to do. And the reason that I say learning how to learn is essential is that if you fix the way you learn if you fix the way you think about learning, you ultimately learn better, and when you learn better, you have to do less work. You become like that lazy efficient approach where it says, "Listen, I only have so much room and so much time to take all this information I'm going to get extremely efficient and learn it the first or second time."

Learn How to Learn

If you learn how to learn and build your whole system around understanding how the brain works, you will find that taking notes becomes more efficient. What I used to do is take white printer paper, turn it landscape, put it on the desk and listen to the lecture. I would have the slide book in front of me with all the information I would take notes on there. Then I would convert that to white printer paper, write it down, two, three, four, ten times, whatever I needed to be able to repeat that to myself. Not because I am going for volume or speed but because I am trying to pound it into my brain, so I understand it.

By having the repetition of writing it down, looking at the notes, listening and seeing, you're doing all four things at the same time, and what happens is you get good at converting what's being said or shown on paper into information that's stored in your brain. It is imprinted a little bit heavier than if you did not go through that process. And for that reason, you must focus a lot of your efforts around how you can get more efficient or how you can get better overall at learning how to learn.

The biggest thing that I tell people is if you're going to try and take notes and learn, what you need to do is sit down, learn how to learn first, then execute or practice the art of learning. Write down notes, listen to people and write it down again, study it, cover it up, try and remember what the answer is, look at it again and do that process repeatedly. The interesting thing is if you try to type notes, which a lot of people do, that bypasses the part of your brain that allows you to store short-term memory, which then eventually will enable you to store long-term memory.

And if you do type your notes, you're going to find that you miss some of the critical details and depending on the type of questions asked on a test, you might find out that maybe this isn't the best way to take notes. What I have always recommended is do not take notes on your computer, write them down on a piece of paper because that is going to:

1) Slow you down, and you will not be able to write what is said verbatim.
2) Force you to synthesize information, to determine what is essential to write down from what is taught.
3) Think about the data and integrate that into your brain.

Because you go through that process in your mind, you become more efficient and more effective. You do not have to hit so many reps of the same thing.

Ultimately, when you have done all those steps: taken in information visually, listened to it, written the notes by hand. You have engaged multiple types of learning already (visual, auditory, tactile) just in the notetaking process. The final piece is the application. What I like to do is reverse engineer the knowledge by asking myself a question on the knowledge I have obtained. So, for example, I create a problem looking at something like the accessory nerve, which is one of the cranial nerves in the brain, and it controls the tone of the neck because it innervates the trapezius and your shoulder muscles. And in my mind, that knowledge question is: What nerve innervates trapezius? And the answer is the accessory nerve.

What if we took that one step forward and created an application question within our mind? We'll say, "Well, the trapezius muscle is to elevate the shoulder, that's what it does, the action of the muscle is to elevate the shoulder. So, what I

know now is that the accessory nerve innervates the trapezius muscle, and the trapezius muscle elevates the shoulder." If I connect the deductive gap there, I can say in my mind, "A great question would be: Which of the following nerves is responsible for elevating the shoulder or raising the shoulder or shrugging the shoulder?" And I know when the shoulder shrugs, the trapezius muscle is innervated by the accessory nerve. So, because of that, I can deduct and create questions in my mind to understand that I have applied the knowledge.

Then what you could do is take that knowledge and reverse engineer one more time as a negative question or reverse question, and say, "Which of the following nerves are not responsible for depression of the shoulder, depression of the shoulder being the opposite of elevation or shrugging of the shoulder?" So now I can say, "Okay, well, depression is bringing the shoulders down, elevation is bringing the shoulders up, and we want to know which nerve is not responsible for bringing them down." Well, going back to the trapezius and back to the accessory nerve, we know that the accessory nerve elevates the shoulder, so it cannot possibly depress the shoulder. So, now I have taken basic knowledge — What nerve innervates the trapezius? The accessory nerve — and I have converted that in my mind to something that is a higher-level question that I could ask myself to prove to myself that I understand the concepts.

If you do that with different parts of the body or various parts of anything that you are learning, you will realize very quickly that you can understand the concept that you are learning almost immediately. Because of that, you can sit there and take this information and convert into something useful, as opposed to just sitting there and saying, "This bone, this muscle, this nerve, this bone, this muscle…" and go back and forth in a one-to-one relationship. People do this a lot in math as well instead of saying, "Well, if I had to take 18 and multiply that by 30, that would look really crazy. That would be a challenging thing to do." What if you just said, "Well, 30 x 20 = 600. Well, that is 2 x 30 more than 18, so if I just subtract 60 from that, I got myself back down to 540. Now I know 18 x 30 = 540 because all I have done is simplified it now in my mind.

A lot of people look at that, and they're trying to make these systems in place, like Common Core math they go for this top-up approach, but the reason something like Common Core math exists is that people don't have a fundamental understanding of how things work. Instead, what people would typically do is take the 18 and the 30 and put it on paper and go 0 x 8 = 0 and 0 x 1 = 0. They put the 8, three times that put the four down here, carry the two, three times one with the two put them together, it's five, and then you get the zero, and you get to 540 which is that stacked kind of

relationship between understanding math and working your way through a problem.

But my suggestion is to have a great understanding of what you are doing and use something like Occam's razor, which is a simplification of everything you are doing. If you are taking something like 14, and you are multiplying by 11, make that simple for yourself, right? To convert 14 x 11 into 14 x 10 = 140 + 14 = 154. That is a lot easier than taking the 14 and 11 and going 1 x 4 = 4 and so on. Having to go through that process every time demonstrates a lack of a higher understanding of the concept. The takeaway: when it comes to learning, education is far more valuable than school. It will always benefit you to understand the process of how to arrive at an answer more than it will to know an answer simply. With the latter, you can solve one problem, with the former, you can solve any problem.

CHAPTER 7

Systems and VAs

The goal of this chapter is to outline all the pieces you need to put in place to work through the first five chapters after you have decided that you are going to be succinct. You are going to ask the why questions and sort that out in your business, then start getting efficient and eliminating waste. You are going to move on to the next step, which is measuring value at this point. You realize there's a vast difference between the education that you have when you go through the school system and what you're doing is you're going to convert the knowledge you have presently and turn that into knowledge that you can utilize in your business.

For now, we will focus on systems and virtual assistants (VAs). There are two parts to having a system that can run effectively: there are sales, and then there is fulfillment. The part that a lot of individuals forget to do is to break those into two distinct categories so that they can focus their time

on fulfillment whatever their service is, but they can also focus their time on the sales aspect.

What is a Virtual Assistant ?

Here, we will break down two or three different methods that could be used to focus the time of your virtual assistant before we do that; let us define what a virtual assistant is. A virtual assistant is somebody who does not work near you. They are typically remote, and they are someone who has a specific skill set you will find, traditionally speaking, that among them, unlike employees, virtual assistants have one or two very distinct unique skill sets. In my opinion, there are only two types of virtual assistants. There are lead generation virtual assistants who work on the sales side of your business, and then there are operational fulfillment virtual assistants.

You need to get a virtual assistant that is going to focus on filling your top-of-funnel strategies, before you start bringing on multiple. So, the initial goal is to make sure that you have a virtual assistant who is going out there every single day and finding ways to generate new leads depending on what kind of business you have. You might have to use different platforms, but you need to use email, LinkedIn, Facebook, Instagram and YouTube, along with other job board platforms like Upwork.

At the writing of this book, it is 2020, but over time, I think this will change with the platforms that currently exist. We're seeing the rise of TikTok and other platforms right now, but the principles outlined are going to hold true over time, so once you figure out what the virtual assistant is going to be doing on the lead generation site, you need to think about how you're going to do the fulfillment work on the back end of this.

Systems

Now, before you do those steps, what you need to do is get into something like Asana (asana.com). It focuses on creating cheat sheets or task lists that you can give your virtual assistants. This can also apply to your employees within your business. Still, you must have a system in place so you can create a set of tasks, show who is doing them and when. Upon having a system in place that when you get your first virtual assistant, and they are doing their lead generation, they might have a requirement of sending out 100 messages per day. Well, that is the requirement. They better know where they are going to be sending those messages too, and how they are going to do it.

When you're creating these Asana breakdowns you need to have the task and then all the sub-tasks under it:

Send 100 messages per day

1. Go to this website (example.com)
2. Log-in
3. Send this specific message to these people (insert your message and contacts)
4. If somebody responds, do this (line out your protocol)
5. If someone doesn't respond, send this follow-up message (insert follow-up message)
6. If somebody responds negatively, do this (give them the protocol)

Consider all the different outcomes that could potentially happen so you can outline those for every virtual assistant, make sure that they are very comfortable and confident and have a good understanding of what you need at that point. What you can do is you can systematize it and test it again with your virtual assistant and say, "Hey, please go and do this work." And see if the system is working effectively.

Get The Right Team

I recommend two types of virtual assistants. The virtual assistants that are in the Philippines, and virtual assistants that are in India.

In my experience, when you're building lists or just trying to get emails or contact details, you should go to India, and you should pay roughly 10 cents per row, being a set of data points, it could be three data points, could be ten does not matter. They are comfortable with both at 10 cents per row, that would be first and last name, job title, company name, email, or other factors that you need to collect, phone number so you can be successful.

Now, if you're going to have something that's more in-depth and requires more English-based opportunities, then you might want to go to the Philippines, and in the Philippines, you're going to be paying an hourly rate, instead of a per row in most cases, so that would look something like $3-4 per hour. What you want to do is systematize that first virtual assistant, so that they can go out there and be doing lead generation for you, but at the same time, you should push the boundary and figure out what else they can do for you.

The next type of virtual assistant you should get is somebody who is going to work on the fulfillment side. In that fulfillment side, whatever your skill set is, if it's a service, if it's a product, whatever, make sure you have people in place, they're starting at part-time and then work through to full-time so that they can have the opportunity to learn the systems that you have. The same thing again, you are going to

go to Asana and create a standard operating procedure and a set of steps that they are going to follow every single time.

Then, make sure that you have other virtual assistants that are in place for things that maybe are not day-to-day tasks, but are specialization. For example, audio editing, graphic editing, website development, these are going to be done over time. They are not going to be repetitive everyday tasks. Still, you are going to want to have those people in your pocket, so when you need them, you have them right there. You're able to follow through in the case where you're thinking that you're going to need to get somebody who's higher skilled you want to be looking at that $10-15 range, but if you're looking for high output virtual assistant, I would recommend you start looking at that $30-40 per hour range and then work your way up.

So, leaving yourself some room for bonuses on performance also makes sure that you are paying people based on what they want to be doing. If you are doing something for lead generation, pay bonuses on the total number of leads or the total number of appointments or whatever it is. Do not just pay purely per hour because then they will not have the motivation to go to the next level. That is the first thing. The second thing is, when you have a virtual assistant that's under-performing, make sure you check that and have somebody manage that virtual assistant on your

team so that you don't always have to be going back and figuring out why they're not delivering.

Covering Your Bases

Once you've completed the virtual assistant system, you've trained them, and you have used Asana, I recommend that what you do next is either you or your VA create videos of the tasks that you're doing. Go through the tasks, record them with screenshots or film yourself doing that task and then upload that to Asana directly. This will allow you to have a copy of the steps and training for the next individual who joins the team and shows them exactly what is required over time. These tasks will get more complex and more cumbersome, make sure you allow the virtual assistants to create their standard operating procedures. Over time, this will be a very effective use of both yours and the VA's time to expand.

Next, you will need to make sure that you have discretionary income. This is something that we give credit to people like Tim Ferriss (The 4-Hour Workweek), who originally came up with the idea of the discretionary fund for all your virtual assistants and your employees. This ensures your VA's and employees can solve problems using the small amount of cash in the discretionary fund without coming to

you. It could be $10, could be $25, could be $50, it doesn't matter what the fund is, give them access to that money and make sure that they can spend that money to solve problems without you allowing you to focus on the most critical tasks.

If you are going to be going through the process of creating systems, you want to make sure that you are checking those systems, usually every three months or less. You are going to find that as your business develops and gets more organized, you are going to need to put in different systems. For example, once you have systems like Asana (for staying organized), Vimeo (for creating and uploading videos to team members), Slack (for daily communication with team members). All contractors, laborers, virtual assistants and all your employees should be on one Slack channel. That way everybody can communicate with each other without having to go through a different process. That is my recommendation for making sure you are optimized. Then make sure when you get to roughly five to seven people, you assign one of those people to manage the other four to six people. It is critical that you do this step, because if not, what ends up happening is you spend all your time telling other people what to do on trivial tasks.

Your goal should be to create systems and processes so you can eliminate, delegate and automate portions of the job. One thing that a lot of people screw up here, and that I

recommend you look at very carefully in your business is the automation step. If you think it can be automated, you should test it as an automation first before you delegate it.

If you're trying to send out a bunch of messages, and you have a way to make it automated, and test that process before you delegate it (because human error is something that's always going to be there). Train your VAs, get them system trained, meet with your whole team once a week, do not have excessive meetings, but make sure that your virtual assistants can talk to each other so they can solve problems.

Podcasting

A unique example is our show, called The Prospecting Show. It is a podcast I record almost every single day right now. What happens is I record the episode, then pass off the podcast to one individual who puts all the content together for the audio. Another individual creates audiograms for Instagram, which are little video snippets. Then that person sends it over to somebody else who posts it through Buffer (buffer.com) to all my social channels so that the whole process is done without involving me. I set up the checklist in Asana, so the VAs know what needs to be done, and then it is out of my hands.

That's the goal of having systems, processes and virtual assistants in your company to make you have more time, not

less time, so you must be focused around how you can make the system work for you, and work with you, as opposed to working against you.

Beginner Business Tip

If you are starting a new business after reading this book, I highly recommend investing the time upfront in creating systems using Asana. I guarantee you will find your business cruising along much smoother in the first year if you establish your systems in the first few months. Asana is designed to organize your team and put a replicable system in place.

- During your first three months in business, during the sales and fulfillment process, make a note of everything you do and systemize and automate whatever steps you can.
- Take it a step further and use Vimeo videos to break down the tasks you do for your team members and upload the videos to Asana.

CHAPTER 8

Work to Live

With the way that people have structured their lives, they are planning each day around their 9 to 5 job by putting that as the cornerstone of their life. They're looking at parts of their job and deciding that what they do in the middle of the day is the most important thing because they need to put in a traditional 40-hour workweek, 50 weeks a year, with two weeks off, and a lot of people are used to being paid by time.

Attaining the Model

In the work-to-live model, you need to flip that concept around and say that you are not living to go to work every day. You leave to go to the office at 9 o'clock, get back at 5 o'clock, have a half-hour lunch five days a week and live for the weekend. When you live for the weekend, you start realizing that what you are doing in your day-to-day life, especially at work, is not that important.

Ultimately the problem of living to work as opposed to working to live is not one you want to have. If your vision is small and you don't have a way to expand that vision because you're working for somebody else, you're in a position where you don't have enough flex in the grand scheme of things or any room to grow in your position. One of the fastest ways that you can adopt a new mindset is by setting quarterly goals (usually around three to four months). This allows you to work on something in your job or in your business over the next few months with some kind of outcome or goal in mind (a financial goal, a trip, something you've been trying to do i.e.. pay off some debt, get a new car, take your family on vacation). If you work on those three to four-month kinds of timelines as opposed to working on the annualized timelines, you will be a lot more efficient with the work to live approach. What you're going to do every single day of that three to four-month time frame is wake up and put in the work and put in the effort to generate the funds, which will ultimately allow you to buy or attain that object or personal goal.

Now, if you want to make your money work a little bit more, outlined in Chapter 11, it would be wise to figure out your version of the work-to-live model by doing two important things:

1) Transition away from W-2 employment in the United States.

2) Figure out a work-life balance.

The Death of W2

There are a couple of reasons why you want to transition away from W-2 employment. One is that we are being taxed heavily on our income and have no deduction options. What we want to do is move into a W-9 or 1099 contracting type position. This transition will allow you to deduct reasonable and necessary expenses from your life in a way that will make your personal finances most effective.

As a W-2 employee, you're going to be putting in work every day, probably 40 hours per week, that's 160 hours for the month, and when you get your paycheck with all the taxes taken out, you have significantly less to work with, which impacts your ability to live the life you want to live. What you're going to be doing is always looking at the number, and saying it's not enough, it's not enough, it's not enough, and you're going to set yourself on a cycle to work more hours, especially when you're paid by the hour.

The problem with that is you're just trading time and dollars and, ultimately, there's never going to be a place where you're going to be able to create more value for people and

get outside of a flat pay opportunity. However, in the work to live modeling, you should look at these short-term goals of three to four months, but also look at how you can flex your tax situation because if you can just eliminate a lot of the money that goes out you'll have a lot more to work with and you'll be happier with your work-life balance.

Striking Balance

Another goal people are striving for, after making the most of their money, is to find that perfect work-life balance. My recommendation for this is that you request to work from home. In recent years, more and more people are moving to work from home or remote work opportunities. Where a lot of people go wrong is that they never ask, and when you never ask the answer is always no. There is also the issue of the generational gap between the people with all the money (typically baby boomers) who own and run the businesses and the people who work for them (the 35-and-below crowd) who are interested in having these types of opportunities.

In the work-to-live model I recommend you start by finding a lifestyle, day-to-day, week-to-week, and within those quarters, that would make it most effective and efficient for you and for your employer. One of the ways to do that is to simply say, "Listen I've been working here a long time, or I've

been working here a short time, and I think I would be a lot more efficient if I was able to work from home. Let us try it and see what happens, and we can figure it out from there."

Once you have that flexibility, you will find ways that you can compress your work schedule. Think of it like this, if you wanted to clean your entire house on Sunday, you could certainly make that into a whole day project. However, if you had some event you needed to go to in 45 minutes, you could get that whole day project down to 45 minutes because you have a specific timeline that you're trying to adhere to. So, in the work-to-live model, you basically eliminate the restrictions — financial, location and time. You can now work 3-4 days per week instead of five. Instead of putting in an eight-hour day to get paid for eight hours of your time, you are going to be paid for the results that you deliver. If you can do the eight-hour job in three hours, great! If you can do a 10-hour job in seven hours, great! You should be rewarded for completing tasks faster, as long as they are still good quality.

Making Work Count

What a lot of people end up doing is they forget to take these steps, they don't want a contractor to get a 1099 because they're worried about how to do the taxes; they don't ask for time off, and they do not flex their ability and the

value they create for a company. And those people are never going to attain the work-to-live model. If you're going to have a true work-to-live model, you need to create more opportunities to leave your work, you should be bumping that vacation time to three, four, five, six weeks in the year, so that you have the flexibility to do whatever you want.

Now, this is not always something that is going to be possible, but if you look at the opportunity cost of not having the ability to take some time off, it is really a problem. And the reason it's really a problem is because it's harder to make money than people think, and if you give people the freedom to have a commission-based job, where they're getting a base, and they're getting performance-based bonuses, give them as much time off as you want because at the end of the day, you as the employee, or the contractor, you as the business owner, are always going to benefit from employees that are happier. It is just the way it is. So, you should take time to sit down with your team and learn what is important to every single person, figure out why they are working.

Are they working because they want to have a house, or are they working because they want to have a car? What is the thing making them show up for work? People are going to give you the vision response, like "I want to help schools in Africa, I want to build a village, or I want to be able to donate money back, build a charity." They are not going to say, "I

want to spend my time working eight hours a day because that's my purpose in life." None of us want work to be our main feature, it is a means to get us somewhere or something else.

And those are all great visions and super high level but ask them what they are doing every single day to try and improve their lifestyle. For themselves, their immediate family, their friends, things like that, because that is going to be the motivating factor that is going to allow them to work to live instead of live to work.

If you're able to hone in on that as an employer, if you can understand what motivates each individual that you're working with, you will find that they will be a lot more efficient because you're going to understand how to help them. To give an example, there might be somebody who is really interested in buying the new Mustang GT500, and they're coming to work every single day because they want to buy that Mustang, and they know it's going to be a $600 or $700 payment, and they need to put $5,000 down. Well, their first goal is going to be, "How can I get the $5,000 down?" because that is the way people think.

I would reverse engineer the ability for them to get $5,000. If they are in a sales role, it is easy because you can say, "Listen, we pay $1,000 commission on these deals, so just get five of these deals in order to get the $5,000 for your down

payment. To do that, you need to make 50 phone calls a day, which means dialing 100 numbers just to get 50 people on the phone." I've reverse-engineered their goal to get to the $5,000 and put a tangible action on it. What ends up happening is people have something to work for as opposed to just saying, "I'm going to work 9 to 5 to pay the bills, to clear the debt, to go back to work to do this whole cycle over and over again."

Flexing Opportunity

But if we're able to flex this environment and flex the opportunities, what we find is that people have a much better understanding of how to grow and they have a much bigger vision, they have a much better opportunity and ultimately that leads us down a pathway where everyone can be successful in the original live-to-work model. People are inspired by what they are doing at work, so they are not only coming every single day just to work because they need to go to work, but to fulfill their vision for the future.

That model will work well for some individuals, but you must make sure you understand the motivating factor. There are charts that can be used to graphically organize this idea and form segments for why people are working. Make three columns on a piece of paper, the first column would be the income they desire, the second column can be the income

they currently have, and the third column can be the goals or physical things or trips or experiences or whatever it is they're trying to achieve.

To analyze this chart, first you want to look at the first column, the income they desire and see if it matches the third column of things they want to do or afford, when those two are in alignment, all you have to do is focus on closing the gap between the first and second column. Closing the gap only comes in one way, because what you need to do is look at how much they make, and how much they want to make to achieve their goals and make up that difference. They might make $50,000 a year right now, and their goal is to do a trip this year with their whole family of five. It is going to cost $4,000.

So now, their goal is an extra $4,000, which means they need to make at least double that additionally in the year, which would bring their goal to $8,000 and we'll go ahead and round it up to an even $10K. So that $50,000 now becomes $60,000, and since they are in a commissioned role, the next thing you do is break down the $10,000 they need to make into monthly increments. Which means they have to make another $833 per month, and then you can break that number down again and figure out what they need to do to get an extra $833 per month to ensure they can afford the $4,000 vacation, that might mean an additional sale to get

their commission up, or whatever it is. Start by setting your goals in that way and use the work-to-live model to live the lifestyle you want, instead of the other way around.

Unnecessary Expenses

The last part of this work-to-live model is you can start eliminating expenses like driving to and from work by just working from home. You do not have the gas expense, you are less likely to eat out for lunch, and spend money on things that do not matter, like the coffee every day. These expenses will not make or break you, but at the end of the day, those savings will add up. If you work from home, you start cutting down a lot of expenses that you otherwise are going to be incurring which means you need to make less money to do the same things in your life or your money is going to go further. It is a win-win all around.

Beginner Business Tip

One of the hardest things in the entrepreneurial journey is finding ways to unplug from your job. Traveling for free is extremely easy if you know how to play with credit cards a little bit. And I will outline here how to do that.

- Focus your efforts around getting non-cash back cards and have two types of cards in your

wallet at any time—one premium travel card at 0-1% financing and one cash-back related or percent introductory card.

- When you are starting in business, it is going to be difficult, and there are going to be times when you need to borrow money. Instead of borrowing money from the bank on a fixed rate, put your expenses on the credit card, and you will be able to finance it for 6-18 months at 0.0%.
- For example, you may need a software subscription to start your business; maybe it's a ClickFunnels account, G Suite, Dropbox, some other online storage or premium accounts like Asana, Calendly or any of the different tools we've discussed in this book. I would recommend putting those on the 0% card, that way you can pay them off as time goes on, as opposed to having to pay for them outright when you are starting up. It is not ideal, but, at the same time, with 0% financing, the interest cost is so low that it is basically free.
- Put those expenses on your card; that way, you do not have to rely on the bank to borrow money. It is also going to be leveraging your

business credit if you open it with the EIN for your business or the ITIN for your individual use. Figure out what is going to work for you. Do you want to build personal credit, business credit or a mix of both?

CHAPTER 9

Planning Your Day

Planning your day is the most important thing for making sure you have a very productive work lifestyle.

The way that I started this was realizing that if you just do "stuff" all day — moving paper around, checking emails, checking text messages, filling out documents, doing random phone calls here and there, you find nothing gets done. You may be filling your day with this "stuff," but it is unnecessary and time-wasting. What ends up happening is you spill over into weekends, evenings, early mornings, lunch and pretty much everything in between because you haven't established any type of boundary that's going to allow you to be more effective in the long term.

So, in this chapter, we are going to outline how you are going to plan out your whole day and look at the steps that are involved with setting your week up in advance. Then set your days up and transition into how you can plan each task within your day to make sure that you still maintain sales and drive revenue, but also get operationally clean.

Pre-Planning

The very first thing that I recommend is that with the weekly planning, you immediately get yourself a Calendly and sync that to a Google Calendar. If you do not already have a Gmail account or a paid G Suite account (under $4-5 per month), get one. This is where your email and calendar would be housed. You can then sync either your Gmail or G Suite with your Calendly account. Then you can block out in Calendly, or in your Google Calendar, times that you do not want to be working.

My recommendation is to set up your calendar so that you only take phone calls on Tuesdays and Thursdays. You can open that up from 10 a.m. until 4 p.m. And then what I recommend is that in your Google Calendar, you set up the day so that you have Monday, Wednesday and Friday, totally blocked off in that calendar. And the reason I set that up in two different ways is that I want to make sure that I never

have anybody scheduled through Calendly other than Tuesday and Thursday. This way, when I look at my calendar and see Monday, Wednesday and Friday booked off, I will never begin booking stuff or set the expectation for a weekly call on a day I don't necessarily want to have that call.

So again, that is setting up a structure so that you feel comfortable with your week and setting boundaries around when you do communication with clients. Another thing you can do, if you are into scheduling pretty much every task, you should schedule for the rest of the year. If you are unfamiliar with this, you just repeat the scheduled activity ending at the end of the year.

Going into the new year is a great time to sit down and write out everything and get the calendar organized so that you have expectations going forward, and when someone says, "Hey, when are you available?" You can look at your schedule and see what times are right for you to communicate with them.

I recommend scheduling time to check emails twice per day in half-hour blocks — 12 p.m. and 4 p.m. is what works for me. What I do not recommend is checking your email in the morning because it will destroy your workflow for the entire day! I know because I sometimes make this mistake myself. Schedule your emails if you would like.

If you're somebody who routinely sends a lot of direct messaging on services like Facebook, Instagram, TikTok, text message, make sure you schedule that in a half-hour block as well, so you get dedicated and just do it. If you focus your time around compressing the opportunity to complete the work, you will find that you're much more effective because what ends up happening is you do the work more efficiently, because you feel like there's time pressure. So, I would recommend you schedule those into it.

You don't have to go crazy with scheduling every single task that you have, but I recommend that you schedule the ones that are either done every day or the ones that are going to be a time suck if you get down a trap.

I have mentioned this in other chapters throughout the book, but it is a big one: turn off notifications for all of those means of communication — email, social media direct messages, text messages, and calls. If you are using a MacBook, as I do, you can set this up through your mail client and turn off all push notifications for email. When you are ready to check your email during the designated block of time, you can manually view what needs immediate attention. This is a better option than compulsively checking it throughout the day every time you hear that little ding, which can be addicting and unproductive.

If you are going to set appointments using your email notification, you may want to set up a filter so they cannot be scheduled during times you have blocked for something else. You will not have to be monitoring it frequently, and you can stay planned and organized. I like to use ActiveCampaign for this when possible, in ActiveCampaign I can set up a text reminder, or an email reminder when somebody schedules on the calendar, it shoots me a notification saying, "Hey somebody's scheduled on your calendar." That way, I get one notification to know it is there, but I also check my calendar every morning to make sure I know what is on the schedule. If you do this, you will never miss an appointment due to someone scheduling a meeting overnight.

There should be no meetings that are scheduled with your team internally, or really with clients that last more than 30 minutes and are more than once per week.

I always recommend internal meetings, be weekly, and those weekly meetings should be 30 minutes. It should be rapid-fire where everybody is given a script of what the talking points of the meeting are going to be. These meetings should be scheduled later in the afternoon, around two or three o'clock. That way, you have the morning for production, the midday for sales calls. The reason you should not be doing meetings at the end of the day is you want to have time left in the day to take action plans and procedures.

And remember we are only human so there is a possibility people forget about what they talked about, come the following day.

Producing Content

If you are going to be producing content, you should always do that in the morning before distractions sidetrack you. Especially if you live on the East Coast, you are going to have clients that are two or three hours behind on the West Coast. During this time, you might as well take the opportunity to schedule out your content, your production, your podcasting, and all the other pieces in between. Use Upwork and other platforms that exist so that you can record audio and video first and then get that content transcribed into a blog, to put on your website, even for an e-book or a self-help guide. Instead of writing the content manually and then recording it later, always try and start with the audio, so that you can disseminate the content downwards as you get the chance, do video because that's going to be even one step higher than the audio. But that is not always practical for everybody. If you are working at home, traveling, do not have a videographer, or just do not have time for video, at least start with the audio and work your way backward.

Another thing I do with them is I make sure they understand that every time I send them a video, they're to

watch the video, do the task, and then take that exact video and upload it to Vimeo. And the reason I have them to do that is that I want them to be able to have a record of the task and a resource for what we're doing so that they can always go back and see what it is they need to do for the next day. This is extremely effective for them and instills confidence that they always know what they are doing.

Virtual Assistants

Virtual assistants will need their tasks every single day if it is a daily task that is always different. I recommend you plan the virtual assistant videos and audio early in the morning if you can so that they can have the content for the day. So, these might be a custom task or a new repetitive task, whatever it is, record a screen-share and videos as well, so video and audio, combined, so they are watching what you are doing on the computer. They are also listening to the task, and if you need to, you can type it on Microsoft Word, on the screen as well if they want to read it. And I always recommend doing those in the morning.

Another thing I do with them is I make sure they understand that every time I send them a video, they're to watch the video, do the task, and then take that exact video and upload it to Vimeo. And the reason I have them to do that is that I want them to be able to have a record of the task

and a resource for what we're doing so that they can always go back and see what it is they need to do for the next day. This is extremely effective for them and instills confidence that they always know what they are doing.

Sales

Sales should be scheduled regularly. I try to take three to five sales calls, no more, each day. Three is kind of the magic number, because it allows you to win one, lose one and put one in limbo. But make sure you schedule those calls in the peak time of the day where you feel energetic, you feel excited, you feel happy about what you're doing, that way you don't get bogged down by not having all of your sales material ready. Do not put it first thing in the morning when you are not prepared. Don't put it right after lunch when you're tired, don't put it at the end of the day when you want to go home, make sure you put it in your peak times around 10-11 a.m.

Maybe 2-4 p.m. if you are in the Eastern time zone. Those are good times where everybody is still willing to listen. Especially if you are doing phone sales, you are not just doing pure online sales, that is going to be an effective way for you to help drive business by scheduling those. In that way, if you have your virtual team working on it they know the schedule in a specific time, if you have a very long time period, the way

you can plan your day is you can essentially go through. You can make sure that you schedule all of the components out by having a specific spot available for the VA. Meaning that they only have specific times they can schedule sales calls as opposed to just having the whole day open, like your Calendly link.

New Team Members

As you are growing your business, you are going to need new team members, and some people use recruitment firms and are interested in growing their business in that way. Still, as an individual in a small business, you might be looking at trying to network and meet new people that might be able to help you. If you're going to do that, I'd recommend you schedule that into your week, probably not into your day, because you don't need to do it every day, but I would say once per week for one hour, you should probably look at who's in the market, what kind of people you're going to need and do some strategic planning as to what the next steps are so that people feel very confident that as you grow, you're going to have somebody available to help hire, you don't want to be doing that as a catch-up all the time.

That should probably be scheduled towards the end of the week when it is kind of dying down. Don't schedule that early in the week because it's a lower priority task in the future, so

it shouldn't be eliminated because it's something that you need to do, but at the same time, don't make it a massive priority where you're doing it before sales calls or production.

End-of-Day Recap

I like to end with end-of-day recap emails or end-of-day recap Slack messages. Emails are kind of a bad way to communicate with people because they do not always open them up and other people have filters and things like that. I like to use Slack internally.

But sometimes if you are working on a project with a team you need to give them an end-of-day update. It is kind of a cardinal sin to send long, actionable emails at the end of the day because you are going to wake up the next day with some response. I send an email out or a stock message that says, "These are the things we completed today. However, there's no response needed at this time; we are still working through the process." What that does is it gives your mind a little bit of closure, so you do not feel like you must continuously run your mind after work hours. What it also does is allow the client to be informed, but not feel like they must respond to something. That would just bog you down again before you leave for the day.

The last thing I like to schedule into the day (physically schedule this in the calendar) is I make a list of all the things

that we completed for the day, and all the things that need to be completed the next day. This can be typed on the computer, in your phone, on a piece of paper, does not matter. It might not ever be super detailed or neat, but at least you know what to anticipate the next day. I always do this at the end of the day, so that when I leave working hours on Friday, I do not have anxiety over the weekend about what is coming on Monday. I already have a game plan in place. For me, it is important to do this ahead of time. If I wait until Sunday night to do it, I will not feel any better because now I am working on Sunday. So many people have a hard time with scheduling and organization that I like to set a boundary and, by the end of the day on Friday, have an idea mentally of what I am going to do on Monday. This will get you excited about the week instead of anxious. This is also great if you have something coming up that is going to require a longer block of time. If you're planning ahead on Friday, you can go ahead and add a two-hour block to work on that big project for Monday or Tuesday and get it knocked out early in the week rather than hovering in the back of your mind while you try to accomplish other tasks. This is where having the calendar will keep you accountable.

Wrapping Up

The important takeaways from this chapter are: get a calendar system, build it around your boundaries, then stay accountable to it, produce content in the mornings, manage your virtual assistants, then work down the order of priorities to sales and calls, keep meetings meaningful and brief (once per week and under 30 minutes), always be looking for new team members, don't forget the end-of-day recap and tomorrow's goals.

You always need to be thinking about adding more people to your team and you always need to have a recap so that the team members you currently have feel included and excited about what's going on, don't make unnecessary tasks for everybody else, make them effective and efficient by getting them to educate you on what they are doing without bowing down the whole system and having over-communication.

Do not use email to send direct messages, use something like Slack and make sure that you have boundaries around when you get notifications on every platform — email, phone and Slack.

Beginner Business Tip

I recommend scheduling everything — infinitely and in advance. There are two specific calendars that I

recommend: Calendly (calendly.com) and Google Calendar. There will always be two types of appointments in business: fulfillment type (following up with the customer, customer service) and sales appointments (which may be shorter).

- Sign up for a premium account at Calendly.com and set those two appointment types.
- Then, go into your Google Calendar (this comes with a Gmail or G Suite account) and block off Monday, Friday and Wednesday mornings, so no appointments can be scheduled on those days. If your Tuesday, Thursday and Wednesday afternoon spots become fully booked and you need to spill over into other days, so that when the situation arises, but as long as you can avoid appointments on those days, keep them blocked off.
- Anytime you have a new client come on, make sure you are integrating with Calendly and Google Calendar and that your time is blocked.
- I like to set half-hour to one-hour appointments. There are definitely appointments that take less than a half-hour, but I like to schedule it for a half-hour block and just let the person know when I get them on the

phone that we actually have 15 minutes blocked for the call, and I have just added a buffer so no one else could schedule a call butting against theirs. This is especially important if you are doing things like podcasting or interviews — things that might go a little bit longer. You want to have a flexible window, allowing more time than you need, in case things run over.

You want to set these boundaries early in your business, so they are already in place and you do not have to try and enforce them further down the line.

Another important tip is calendar batching. If you know you're going to have a client who has multiple accounts or you are working with multiple members of the same team, make sure you aim to get them all together for a single one-hour session instead of multiple 10-minute independent sessions. It is going to be more efficient for you, it is going to be more efficient for them, and you are going to be able to cross-collaborate.

- You can schedule these batching appointments for six months out so everyone can hopefully agree on the date and time.

CHAPTER 10

Automation

What is automation?

Automation is something that a lot of people have a difficult time understanding the proper use cases and the way to leverage it in their business and their personal life. This is because they do not know the difference between automating something and delegating something. A lot of people look at their business and say, "Yeah this process is automated." Still, at the end of the day, they have not automated it because all they are doing is taking a task that they used to do and delegating that to another team member. Either someone with that skill set or somebody below them in pay.

And that is also true in your personal life. A lot of people say, "Well I have portions of my life, automated." Well, just because somebody else is doing it does not mean it is automated. You have only delegated that task out to somebody else in your household. Maybe it is your spouse, or perhaps it is your kid.

That process is outsourcing and delegation, which is super effective, but this chapter is focused on how you can automate tasks, typically, tasks that are repetitive in nature. The next logical question that people end up asking is, "Why would somebody want to go through automation?" In my experience, the number one reason that you would go through an automated process is that you want to take something that is replicated repeatedly and remove the human error component. With any automation, because it is a very one-to-one ratio, it is very difficult for it to break down.

However, when you go through an automation process especially if you're going to be replicating over and over and over again, you're going to find that mistakes are going to be significantly amplified because what ends up happening is you click print.

The best way I can explain this to people is that if you have a piece of paper that you're going to try and photocopy and you're missing a period, or you have a capital letter, that's missing. Well, the copier itself does not care that you have those mistakes. What it is going to do is it is going to replicate that copy repeatedly, until it is complete. The same thing is true of automation when things are going well, it has amplified in improvement, but when things are not going well, it amplifies the issues.

Before you go to the process of automating anything in your personal life, or for your business, you should be looking at what is the impact of automating the process and is it better to be delegated?

The steps to automation success

The steps are always to eliminate first, then prioritize, automate and delegate.

If you do the task in that particular order, you'll get rid of the things that don't matter first. You will go through the next stage, which is looking at what things do you need to automate versus delegate. The way you figure out if they need to be automated or delegated is by asking yourself: "Is this a task that's going to be easy to do and is replicable time and time again if so it's an automation task. If it is something that requires some thought, but you do not want to do it yourself, that task should then be delegated. And the reason that we put that step in there, before automation, and delegation is we must prioritize what is important. What things are essential in terms of time, value and output or result if they are done right or done wrong.

So again, we eliminate, prioritize, automate, and then delegate. The automation step is single-handedly the easiest thing that is going to save you time because there is no human error. There is also no real limit on working time.

With any human employee, whether they are a virtual assistant, a staff member, or a team member, there will always be variables you cannot control. That could be sleeping, eating, sickness, and any inefficiencies. So, if you go through this process of automation, you are going to rest assured that a large portion is going to be more efficient because you are doing the same steps every single time. As time goes on with machine learning and computing power, you can scale that up to a higher level where you do not have to worry every single day that something is going to go wrong. However, I urge everybody to test this repeatedly. Make sure that your automation process is something that you enjoy going through, and you try to refine it over time. Also, make sure that you get a tighter and tighter response because if you can automate something, it is not always about volume. Sometimes it is about how efficient you can be.

Audit, then automate your time

The number one place I recommend people start with automation is through their calendar. I would get a Gmail account (gmail.com), and from there, you can get a G Suite account and that allows you to have more functionality (Google Sheets and Google Drive and Google Docs all tied in together) with some storage and a calendar.

I recommend that you audit your time before you start going through this automation process: what that time should look like at precise points in the day when you want to have intentional and purposeful use of your time.

Anything that can be scheduled for you should go through an automation process. Get a Calendly (Calendly.com). If you pay for a premium account, you get multiple types of services. One of those services is a half-hour discovery call, one would be a 15-minute discovery session and the other would be an hour work block. Because you have three account types, what I like to do is take those links from Calendly and put them in my email signature, so every time I send an email to somebody, they automatically have a link there to my calendar. The Calendly link is synced directly with my Google Calendar, so now I have my Google Calendar that I can manually schedule, and I have a Calendly account that is linked to that Google Calendar.

This allows you to show the outside world only specific parts of your calendar that are available for booking. You can easily control these settings from inside your calendar. Because you're going to automate this process, what's going to happen is every time you're going to set an appointment or make an appointment, you're going to post one of those Calendly links and say, "Hey do you have the availability during this time?" If that does not work for you, you can

automate it by recognizing a specific time and say, "Hey does tomorrow at 11 work?"

You are connecting the calendar to Calendly, and Calendly is going in an automation process with your email. Every time you communicate with somebody, you allow them to schedule without having to go back and forth and back and forth and back and forth with you, which is one of the most significant ways that you can lose your time.

Repetitive tasks

The next thing is through automated email outreach. Most people have a CRM, a customer relationship management tool or some type of database where all their contacts are kept.

What I recommend is that you automate portions of the outreach process instead of manually sending hundreds or maybe thousands of emails per day. I recommend you do one-off and cue them, but if you cue up 100-150 emails per day, you can go through an automation process where emails are sent slowly. This is more efficient than having to one-off email everything. There is a time for efficiency, a time for quality, a time for scaling, a time for dialing things up or dialing things back. But at the end of the day, more output leads to more input. The 10X Rule by Grant Cardone is a

great book to read on output vs input and their simplified relation.

Utilize your virtual assistant

The next step you want to do is get yourself a virtual assistant, which is covered in Chapter 7. That virtual assistant is going to go through the process of creating a standard operating procedure or a process on how to use automation in your business.

For example, this might be automating emails. The virtual assistant would create one template of a 3-4 sentence email that they would then put into some type of automation system. That would take the first name of all your contacts and put it into the email: "Hi [first name]" for all the names on your list. The virtual assistant is doing the delegated task which is finding the people that need to go on the list but then software is doing the automated task. By combining the virtual assistant and the automation, you get an automated process which is super useful. Still, you must look back and figure out, "Is this going to be a problem if it goes off the rails?" Well, sending too many emails, it is not that big of a deal. And you might get an email shut down, you might not get delivered or other problems, but would you rather send 100 emails yourself, or automate the process? Think about risk-reward, and the answer is easy: automation.

Automating payments and investments

The next thing is QuickBooks. QuickBooks is probably the simplest thing you could get in a delegation sense, but you could also automate. I recommend that you have a process where you get agreements in your business signed digitally, and you take credit cards only. From that credit card form, what you do is you enter that data one time on a monthly recurring 30-day cycle, with your virtual assistant so that you can delegate the task. And so what's going to happen is every month on the 15th, it's going to run the credit card for the service you're rendering or the product or whatever it is you're doing, but now you've automated the process of billings. You do not have to, every single day, go in and add something. It does not make any sense. So, just eliminate that step, eliminate, then prioritize, then automate, then delegate. What you are doing there is eliminating a step artificially by automating it.

The goal is to get as many things as possible off your plate. And QuickBooks, since it is the thing that makes money come in and go out of the business, you should be focused on automating there.

The next logical thing is to go through bill pay. I recommend that you put all your bills on a credit card — every single one of them. You can call the companies and

negotiate for that. You might have to pay 29-39% on the bill itself, which may or may not be worth it to you. I personally think it always is because it saves me time, and time is money.

Then what you do is you put the credit card and all your statements or all your bills that are due every single month so that it is paid automatically. You do not have to worry, and then what you do is automate your credit card payment, so that you know it is always paid off on time.

So, what is happening is a bill is coming in, it is charging your credit card, then your credit card statement hits and your bank automatically pays it off out of your checking account, so that whole process is now automated. You don't have to check the bank, you don't have to check the credit card, you don't have to check your statements, and you don't have to check that your bill was paid because you're going through steps of automation. Now, that is important because a lot of people skip that step, and I think it is instrumental to freeing up your valuable time to go out and make some money. This can only be done through automation.

The next thing is when you are going through investments, a lot of people have a difficult time putting money away for retirement or for a debt or whatever it is. So, what I like to do is create automation or filters that take money out of a bank account and put it in another bank. That could be an example of auto payments, it could be auto-direct

deposits, or it could be direct auto withdrawals whatever it is, make sure you automate a portion of that, so you don't have to think about it. With your new-found free time, you will be more likely to hit your goals.

Email management

The next thing is email management. When you are going through your email every day, the very first thing, again, is to eliminate. Unsubscribe from all the emails that you do not need but then automate the process of having to check, and delegate the task to a virtual assistant so that they can have a good understanding of what you need. Once you delegate it, automate the rest of the process so that you have templates and systems in place for recurring use.

The next piece is to put filters on your Gmail account. Filters are going to allow you to filter out emails from specific subjects, clients, particular keywords, and specific people so that you can set it up in a way that it just filters everything you don't need or want to see during the workday. Then the very last step of this whole process is to start pushing the limit before you can test. To make sure that you can go to the next level, figure out how to get a simple process together so that you can automate your business and start pushing the limits with what you have done so far.

Push the limits of automation

Once you have gotten to a point where you feel like you have automated everything you possibly can in your business or your life, it is time to move forward. And for those of you wondering how to automate your personal life, here are a few examples. It could be something as easy as going into your Amazon account and having an auto-recurring payment for Amazon, but also an auto-recurring monthly subscription on food or some item that you need. Because this is now automated, your time saving has increased significantly, and your minor tedious actions have been eliminated.

So, if you go through the process and you feel like, "Hey, I have mastered this particular task, then the next step is to push the limit and start having delegation tasks with your virtual assistant. Go to Zapper (zapper.com) and start building complex integrations between the different software that you use. Zapper can connect various services and systems together but here are just some of the ways I use it:

1. Create systems that automatically follow up with your prospects by texting them to make sure they show up for an appointment, set up a text reminder when you go to a trade show to follow up with all the people.
2. Set up a business card scanner for your business so that it extracts all the information on the business

card and automatically puts the details on your phone. Then emailing those people and texting those people and putting these individuals into a form that you created, which is then fed into your CRM automatically.

Create these systems and processes so that you feel better about what you are doing, and you do not get bogged down by information overload. Read the things that matter, scale the business where it matters, spend time with your family where it matters, but at the end of the day, make sure you get rid of high impact decision-making by going through the automation process.

CHAPTER 11

Making Money Work

Working with the money you have

The first steps in making your money work for you is not looking at how much you're spending upfront and looking at how much you're making, instead, looking at how you can extend the value of the money that you currently have. It is unlikely that you are going to change the amount of money that you put in or put out every single week or every single month now, especially if you are in a job with flat pay. In this case, you are not going to be able to optimize your earning potential if you do not have a way to make more money. Everyone can sit there and say, "Hey, we're going to create a side hustle that's going to produce $500-600 more on the side every month doing something totally different." However, what a better solution would be is to focus on what you are doing in the day-to-day life that will allow you to improve your current work environment so that you can get more effective within it.

Dealing with debts and credit

Outside of your actual work environment, the way that you can make your money work for you is by removing debts. This is the most common way to keep yourself anchored to the floor because you are paying an opportunity cost, or you are paying an extended value cost on the dollars that you borrowed. So, if you borrow $100 at 10% for ten years, you have got that accrued interest where you are going to be paying more than the principal amount. So over 30 years, this $100 is now worth $300 in terms of capital cost. You can borrow money when you do not have it if you need it, but there is no sense in overextending yourself and having extra debt where you do not need one. You are just going to have to work another year and another year just because you decided to acquire the debt early in life and could not pay it off.

In the United States specifically, there are some benefits to holding debts. If you have a positive cash-flowing asset like a piece of real estate, corporate real estate or some other type of business debt that allows you to generate cash flow. In the case of personal debts, however, most of the time, you should remove them. The most common debt in America right now is student loan debt, and student loan debt on average is about 5% to 7% per year. When you stretch that out over 30

years, you are going to triple the cost of the actual principle roughly. If you borrowed $250,000 for school, you are going to be looking at spending around $750,000 over the next 30 years. The way that I look at that is you are spending the $750,000, not the $250,000. The most important thing for you to do is look at how you shorten the amount of time it takes to pay back the total amount because you are tripling your cost, not because of principle, but actually because of interest. Essentially, your interest exceeds the principal amount by a factor of two.

That is an example of 30 years, but there are a lot of cases that are much shorter than that. In the credit card space, the interest rates are much higher at 20-23%, and because of that, for every ten years that you have the debt, you are going to triple the cost. If you borrow $100 on a credit card at 22% for ten years, what ends up happening is that it also costs you $300, just like the student loan because it is at 22% interest and not 5% to 7%. Credit card debt is a smaller amount of debt; however, it is at such a high-interest rate that once you get into that cycle, it is going to be almost impossible to break it without a charge-off.

In another chapter, I will talk more about credit cards and points and systems, but in this chapter, I want to focus on how you can make your money work and leverage your money more. The first step is removing the debts. Remove

the credit card debt and eliminate the student loan debt by accelerated payments, as well as making sure that you have good cash flow. You can manage most debts in the United States by having about a $4,000 gross monthly income. You are going to have somewhere around $3,200 left at the end of the month after tax which is around $800. What you can do right away is cut that in half so take $1600 off. If you start putting that towards your principal and the interest payments on your credit card first, with the average credit card debt being around $15,000, you could probably pay that off within two years or maybe a little less. That would be the first place to start followed by the student loan debt.

Renting where you live

The next thing that you could do to save yourself a lot of headaches is renting where you live. There are a lot of people who buy a home as an investment. This investment is one of the stupidest things that you could possibly do in your life. Again, you are back to this mortgage situation where you are buying a home for $250,000, and then you are financing over 30 years with a 5% deposit or less since very few people can afford a 20% deposit these days. With that said, you're going to buy a $250,000 home and spend $750,000 plus taxes, which will get you putting out probably close to a million once you consider renovations, which over 30 years is

probably about $100 per year. Maybe most of it is small repairs, but when you add up a roof every five years, and you are dropping $15-20K on essential home maintenance. You are probably spending about $1,000 a year on gas, water, electricity, and all those other direct pay utilities. When renting, however, your yearly costs will be less variable, and you will probably have a better idea of what to expect to put out every year.

You should look at renting where you live. If you cannot rent, for whatever reason, you should look at a duplex, triplex or quadplex situation where you take out a mortgage on multiple units, maintain one for yourself and rent the other units. The income from the other units will at least cover the mortgage, so that mortgage payment will totally disappear. That, in the house hacking world, is probably the easiest way to make sure that you are going to be free from the pass-through debt and tax. You will still be charged tax and will have the pass-through debt. However, you have rid yourself of the payments and all that is sitting in a mortgage of something that is maybe going to appreciate at the same rate as just general 3% appreciation annualized throughout your life. What you need to do is rent where you live.

Keeping payments low

To keep expenses down, I personally think you should have your car payment be less than 5% of your income and your home payment less than 10% of your income. Measure that against household incomes. If you have two people living together and you make $100,000 (which is a bit high, I know, but it's an easy number to work with) combined household income, the car payment should not exceed $5,000 per year, or around $400 per month. The mortgage payment or rent should be less than $10,000 per year or $830 per month. So you're going to find a lot of people have a monthly payment that's much higher than that, but if you want true ultimate wealth and you want to unanchor yourself and leverage your money and make your money work for you, you need to get in a position where you pay less than 5% for your car payment and less than 10% for housing. Keep in mind, most households have two cars, so that is 10% combined, 5% per car.

Now you're 20% in on your house and cars, you've given Uncle Sam 20% as well, which brings you to 40%, with your remaining 60%, which allows you for variable expenses, and putting away 30-40%. We'll also talk about how you should save, but first let's talk about how to acquire a car.

Is it cash? Is it cash flow? Is it the value? Is it the actual asset? What is it that you're trying to get out of the car? We know that cars are depreciating at accelerated rates typically more than any other asset that exists on the planet.

So because of that, you should be looking at it and saying, "Well I'm looking at cash flow, what is my monthly money in and money out? If you have $100,000 coming in per month and you have $100,000 going out, you're not even. But most people have more going out than they have coming in, which is why they get the credit card. So the way that you could leverage your actual car is by leasing a high residual low lease term, mid-range mile car, for example, you want to have a car payment that's probably between $250 and $300 monthly with the less than $2,000 down on good credit, and you want to make sure that the car itself is leased with a residual of about 60%.

So what that means is that over the next three years on a three-year lease, 12,000 miles a year for three years, the car is going to be worth 60-65%, meaning you've only purchased somewhere around 35-40% of the car, so on a $30,000 car over three years, you've bought 33% of the car that means that you've spent $10,000, one-third of the cost of the car if you keep all of those parameters set right there, you will be in the clear for finances by you also want to be looking at safety features because those are going to impact your insurance.

There's plenty of people who have a good car payment of $250-300, but then insurance payments also around $250-300 sitting them at $550-600 a month when you average that out over the year you're talking around $7,000, that's a lot, especially given that the average income is around $36-45K, and because of that, it's going to be very, very difficult to make sure that everything fits together.

You want to make sure you have a car that's around the $250 to 300 payment, you want to make sure that it sits very tightly in there, and that the insurance is somewhere around $100-225. Now, a lot of the insurance is going to come down to your credit, which is why credit is super important. It's also going to come down to factors, like where you live, physical demographic, male or female, young or old, and then your performance statistics have you gotten into any crashes, any tickets, anything on your record. And with that, the best way to do it is just drive properly. Make sure you have good credit. Read carefully through the credit chapter of this book where I will go into much more detail to make sure that you can have a good credit rate.

There are lots of ways to leverage your credit on your home and your life insurance policy and on mortgages/renting, buying a car, whatever it is, there's a lot of factors that go into making sure that you can afford what you do. The difference between a 650 credit score and a 750

credit score, when applying for a mortgage it could be the difference between 3% and 5%, so a 2% difference per year, almost double.

When you're looking at a mortgage of $250,000 that's ultimately going to cost you between $60-70,000, the larger the life of your loan, just by having a slightly worse credit score. So you could either work for two or three years, pay your taxes and be left with the $60-70,000 that you're going to pay extra on the home or you can just work on improving your credit so that you don't have those huge problems and you can have your money working for you.

Thinking outside the finance box

You must find a way to make your money work if you are going to buy a used car, make sure that you look at some of the Kelly Blue Book values. Unless you can finance it in one year or less, I would not recommend it. What I would recommend you do is go to something like American Express or Chase and open a credit card at 0% for 15 months. Then purchase the car in cash, with the credit card and then make sure under no circumstances do you miss those payments and later pay it back over eight, nine months.

I have a little bit of a cushion there to get you to 10 or 12 months to make sure that you can pay everything off at 0%, which would be a massive win for you. Buy a $10,000 car;

you put the $10,000 on the credit card, there is no financing cost right there, it is cashing out. You take the $10,000 up to $1,000 a month for ten months, and you give yourself a cushion up to 12 months because that is when the credit card must be paid in full. And then, from that point forward, you're absolutely in the clear every single day that is the best way to make sure that you can get everything done and finance it, again, by making your money work for you.

The next piece is arbitration. It is something that I have been considering for a long time because I think it is worthwhile. There are a lot of people who have services: internet, gas, hydro, electric, cellphone, cable, things like that.

All those services have an arbitration process when you sign up. Arbitration is when you are focusing on using the service, and then the service is less than what you have paid for. Meaning there are interruptions, it is not good quality, you are getting dropped, the service is down, you cannot reach someone in customer service, or whatever it is, any unfavourable outcome. What you can do is sit there, fill in an arbitration form and file it as part of your consumer rights within the United States. And what that allows you to do is to get a portion of the money back.

Let us say you are paying $100 a month for your phone. That is $1,200 for the year, but they have dropped your phone calls 20 times throughout the year. You could look at

that and say, "Well, probably the best way to get that money back is through arbitration." They'll probably give you 30% back so you can take that to them and get a check for $400 at the end of each year, and still maintain the service through the arbitration process because, at the end of the day, you're saying, "Well, I've filed for the service. They did not uphold their end of the contract, and my consumer protection right says that I'm allowed to file this particular paperwork." And so that is an easy way to get money back.

Now, keep in mind that you will be issued an I-99 from those companies when you get the money back because they are going to count it as income. However, if it is post-tax income that you are getting back in the form of income through arbitration, you should talk to a tax specialist about that. Still, the best case is that you have already paid tax on it, so it is tax-free money coming back in, it is basically a reimbursement. You want to make sure that you can make your money work for you by having an arbitration. Buying used, renting, getting rid of some of the debts and making the leverage of your money greater.

Getting the advantage on reward points

The next thing is credit card points. The biggest thing to know is there are two different parts to credit. There is the

credit building and saving on big purchases, but then the other part of it is your cashback and reward systems.

There are a lot of great banks out there that are trying to entice you to use their systems and use their credit cards to earn points. Ideally, they are paying for the points on these big sign-up bonuses, and they are paying for them by having high-interest rates. Something like American Express will give you 30-50,000 points to sign up if you spend $4,000 in the first three months, and they're banking on people not being able to pay it, paying 22% on their money, and then they're making it all back in the form of the points.

Do not be the person who misses the payment, use the points to your advantage, make your money work for you, and leverage it. When you get 50-70,000 points, those are usually worth a 100th of the value, meaning that 60,000 points are going to get you $600 in value, and if you exchange it for travel in a lot of cases, on a travel card, it's going to be a higher exchange rate. One-to-one would get you $600 cashback, but if you exchange it for travel, it could be worth $750-900, sometimes even more than that. In terms of travel dollars, that is a considerable way to save money. Take your family on a trip, get some good systems in there so that you can leverage your money, and it makes more sense. You are going to spend the $4,000 every three months anyway, so you might as well use the credit card so that the credit card

accrues the points. The points are used to fund your traveling lifestyle, help your business, your life, and your family.

If you are traveling for work and you are an employee, not the owner of the business. The best thing that I recommend is you pay. You get a travel card, that is good and has a high return. What I would do is pay for the expenses yourself, and then get reimbursed, just make sure, you are going to get a reimbursed expense again. That is going to be tax-free because it is a deduction through the business, so you are not going to be paying tax twice on it, because they are already funds earned.

So, what you would do is you would pay for the travel, get reimbursed, but then you would have the points on your credit card. With the points on your credit card, allowing you to buy your ten work trips a year, with your own money accrue all these points, and then once you accumulated all the points, you can then take your family on a free trip at the end of the year. I would always recommend that you try and pay for as many things for work as possible with your credit card.

Tracking your tax deductions

The last part is the tax deductions. You should focus on making sure that you minimize your tax liability because, at the very top, that's going to be the easiest way to do it if you're taking the standard $1,200 deduction and that's what

makes sense for you, as a contract or a business owner. Then that is fine, but I think if you find that you are traveling a little bit, and you keep track of your expenses and certain ones are reimbursed. You have different flexibility in what you're doing, I think it's imperative to look at all the deductions that you're taking to say, "Hey, is this an actual item that can be deducted," traveling, picking up supplies, things like that. I recommend the app, everyone Overland dot com. It allows you to track all your expenses, mileage, and connect it to a credit card and a bank to track your income, track your expenses, track all the pieces in between so that you can say, "This is the amount of tax I need to pay." These are all the different pieces so that you can be comfortable with the amount of money that you are going to owe every single year. Then you can find ways to reduce your taxable income beyond the $1,200 personal limit to something like $20-30,000.

Now, if you deduct $10,000, people say it is writing it off the business. You are not getting $10,000 back, though, which if people do not understand, you are getting $10,000 in your tax bracket back.

So, if you are self-employed, you are going to pay the 15.3% self-employment tax. Still, you are also going to be paying the federal tax, the state tax, and the local tax. For example, in Pennsylvania, state tax is 3.07% plus 1% for local

and federal tax is based on the bracket that you fall into, so if you deduct or write off $10,000, you're not going to get all $10,000 back. You are getting about 30% of that back as you are avoiding the tax on about 30%. That said, it is still $3,000 to $4,000 that you are going to be saving, so it is worthwhile to take those deductions upfront so that you can have a reduced taxable income or reduced taxable liability. Then you are making your money work for you more because you have still made the same amount of money, you just paid less tax. Or your money is effectively worth more overall because you have not given so much of it away.

If you find yourself in a situation where you're not really sure the best way to minimize the risk you can look at things like Roth IRAs, like SEP IRAs, or other investment 401k plans within your own company or within the company you work for, a lot of those are one-to-one ratios, which they call a match, meaning that you can put money in there. It can make more money for you. If you have $100 and you want to put it into the company 401k, they might match it two-to-one or one-to-one up to $10,000, so if you put $10,000 in the one-to-one ratio, they'll also put $10,000, and so immediately, you've doubled your money. If they offer a better rate, then that is even more money, so it is worthwhile if you are working for someone else, if you are working for yourself, it is going to be a little bit different.

Beginner Business Tip

Credit is one of the most challenging things for people to understand. My recommendation is to make sure you have a couple of different options in terms of credit.

- One would be a fixed-rate loan, another would be a fixed rate credit loan, and then also credit cards.
- Make sure you have good credit, especially in your business. Do not overextend yourself upfront but find ways to start leveraging that credit. The more you have, and the faster you get it, the more the banks are going to trust you because of that hyper-growth. If you need to borrow $50K, $60K, $750K, whatever it is, you are going to have the opportunity to be able to pay for that.

Very similar to credit is securing funding. There are ways that you can look at venture capital and private equity-type funding.

- Take the opportunity to learn about this in your business upfront because if you get to a point where you're looking to have people invest in your company, you want to be able to get that

private equity money in your business.

- You are going to want to know how to secure funding, how to raise funding, how to talk to people about funding and make sure that you understand the terms and benefits around that.

You do not have to be an expert in everything, but you need to know a little bit about a lot of things to be a great entrepreneur.

CHAPTER 12

Putting It All Together

Now, if you deduct $10,000, people say it is writing it off the business. You are not getting $10,000 back, though, which if people do not understand, you are getting $10,000 in your tax bracket back.

At the start of this book, we talked a lot about where you should start when you're creating a business and the foundational training of asking "Why?" and focusing on what's important to you as you go into business. As we

embark on the last chapter, one of the things you are going to find is that putting it all together is one of the most challenging components. It is easy enough to read a book, but the challenge is taking the ideas in a book and translating them into actions you can put into your business.

There have been many books written over the years about business and how to do it right and succeed. However, people still have a tough time-consuming media — a book, a show, a documentary — and taking out the critical pieces to utilize in their business or life. So, in this chapter, I am going to outline some of the tangible things that you should do and give a rough timeline as to how this could work.

I've broken it down into a 4-week plan, and at the end of 4 weeks, your business definitely will not be perfect, but this will be a great way to both start a brand new business or take your existing business to the next level.

Week 1 - Foundation

Tasks:

Write down your why. Why do you want to help people? Why do they need this? Why are you pursuing this path? Why are you starting your business? Ask yourself these questions and get to the root of your plan.

Write down your what. You need to understand precisely what it is you are providing as a business. Is it a product, a service, something in between, a combination of the two? Is it done with the customer or for them? What is the element of service you are going to be offering to your customers?

Write down your values. This means everything important to you in both your business and your personal life--finances, family, health, etc.--must be taken into consideration. Refer to "Finding your continuum" in Chapter 4 to get more in-depth on establishing your values.

Consider your target audience. Write down all the things you think are valuable to your target audience. What do they want? What drives them?

Build your fantasy team. Brainstorm all the positions you think your business will need to succeed. This step will help you get an idea of how large your future team will need to be once your business is up and running.

Assess. Look back over what you have written so far and determine if you have a good starting place for your business. Does your vision hold up? Is your why still strong? Will your audience be willing to pay for this good or service? Does it fill a need they have?

In order to put everything together, you need to have that foundation before ever starting your business. If you are struggling with these questions, or your vision is no longer clear after you've assessed it, go back to Chapter 2 and work through the six steps for finding your "why" and turning it into a successful business plan.

Week 2 - Get started

Tasks:

Dig deeper into your target audience. Immediately, you want to figure out who your target audience is and start doing outflow. Remember the tips from Chapter 1; you want your communication (outflow) to be succinct. Use broad-to-specific terminology, funnel them into understanding what your business is and what it can do for them. Give binary options; it simplifies the process and makes it easier for your clients. They will not feel as much pressure when answering binary questions as opposed to open-ended ones.

Outflow equals inflow. You have your target audience, then every single day, you're going to start pushing out content in the form of direct messages: "Hey, this is what I do. Are you

interested in that?" Keep pushing it. I recommend every person on your team sends 100 LinkedIn messages, 100 Facebook messages, 100 Instagram messages and 200-300 emails every day.

Time blocking. You want to start scheduling so that you have boundaries around your business that you can scale as time goes on, without having to worry about maximizing your schedule. Refer to Chapter 3 for more tips on getting efficient with your time and Chapter 9 for the details on planning your day for maximum productivity. Consider the time element and priority level for each task. Most importantly, eliminate all distractions by turning off notifications on all devices and sticking to clear, concise end-of-day communication between team members. Remember the Pareto Principle: 20% of your effort is yielding 80% of your results. A short block of quality work time will be more productive than hours of distracted work time. Work smarter, not harder.

Script for success. Once you go through multiple sales calls (30-40), write down and record every single call so you can see where people were interested in what you were selling and where they were not. Analyze your calls to see how they differ. Then try to replicate those conversations where people were interested. Those will be the keys to your success.

At the end of this week, you should have a good idea of where you can start implementing systems and automation. You should also have some idea of what you need to do to make your business successful. Hang on to those scripts you wrote and notes you took about making a successful sales call because you will need those when you are creating your systems in Asana for your virtual assistants to follow. You are putting in the hard work now so that your success can be replicable without you having to do everything yourself.

Week 3 - Finances

Tasks:

Set your price. You want to set your price high enough that you can pay your salary and your expenses sufficiently. Do not set your initial price too low, or you will keep taking on more and more clients, and you do not have a scalable business because there's not enough margin. How important is your product or service to the consumer? Are you selling them the opportunity rather than the object? Measure the cost of what you are charging against the value of what you are giving to people, and you will find out rather quickly whether or not the price point you have in mind is what people are willing to pay for and if it is worth the value you are giving. Part of sales is adjusting the consumer's perspective to help them get a sense of the value you are providing. Remember the car example; you are not selling them a car, you are providing them with the ability to travel to work every day, to get their kids to their activities, to have reliable transportation. Tell them the benefits of your product or service and how it will impact their life, not the features.

Decide who to hire. Look at what you're doing to build out a system, but also figure in the future, what it's going to cost you to acquire somebody who is not a virtual assistant, not a non-domestic worker to work in your business? Once you figure out how much that person is worth, figure out if you pay yourself and pay this domestic worker and your expenses and one virtual assistant, how much money is left over at the end? If you get a negative number there, you are going to have a problem. You need to figure out, for 40 hours a week, how much revenue do you need to be able to accommodate yourself, somebody else on your team that is U.S.-based and a virtual assistant? Your virtual assistant might cost you $400-600 per month, and your domestic labor person might cost you around $5,000 per month, and you may want to pay yourself $10,000 per month.

Simplify and scale back. The best way to do this is to focus on how you can scale as the business goes on. Find a virtual assistant who is going to be able to set appointments and take appointments. Then find somebody who is going to be able to do operations and as time goes on, flip-flop between operations and sales. If your business requires that you have a U.S. domestic worker, someone with perfect English, a degree or high skill set, you should consider changing what you're doing, or you're going to have a very high payroll that's always going to exist no matter what you do. Remember from Chapter 6, formal education is not everything; grades and degrees do not deserve jobs. You can probably find someone equally qualified who does not have a degree and will not cost you as much. It does not matter how much money you make; you are always going to have the uphill battle of paying for domestic labor.

Be smart with your money. With all those expenses, you are looking at between $15,000-16,000 per month to be coming into the business to leave you comfortable. Get your numbers, then scale the business around that making sure you can produce $16K to probably $18K worth of work within a 40 hour work week every single week going forward, because you're going to gain a client and lose a client as time goes on. The goal is to make sure that you are continuously adding on new clients, so you do not worry so much about the clients that fall off. Once you have built your systems, you will be able to get to that $16-18K mark, which will cover two virtual assistants, one other domestic laborer and yourself. Go back to Chapter 11 and make sure you have taken all the steps outlined there for maximizing the income you have before you focus on making more.

Finances can make or break a business, so this is one area where you must get it all sorted out before you are too deep into things and realize your business is not sustainable. The purpose of starting a business is to generate a profit. Yes, you could be filling a need, but if you are not charging enough for it to pay yourself and your employees or to

recoup your start-up costs, your business is going to die quickly. You want to continually refer to those numbers you came up with for how much your payroll is going to cost you and make sure you are exceeding that in profits.

Week 4 - Put it all together

Tasks:

Automate. Once you have built a standard operating procedure (SOP), you have done the process yourself, and you delegate to a virtual assistant, then you can find ways to automate it through software and other systems. Remember the four-step process from Chapter 10: 1) eliminate 2) prioritize 3) automate 4) delegate. Identify those repetitive tasks that you could be automating or delegating to others. You will also find during this process that a lot of the things you thought were necessary are not. Take automation as far as you can. It will save you lots of time and money.

Delegate. Utilizing virtual assistants will save you paying domestic worker fees for the same jobs. There are different types of virtual assistants, some more skilled and costing more than others. You will need to identify what kind of virtual assistant will best serve your team. Do not forget to make your jobs delegatable by creating those training videos and Asana systems early on in your business.

Plan. Create a structure that allows you to succeed and know what to expect each day. You want to produce content and delegate to your virtual assistants' first thing in the day. Schedule sales appointments and networking opportunities regularly. Establish your calendar (using Calendly and Google Calendar) and stay accountable to it. Block out those no-call days and set your boundaries before your schedule starts filling up. This will make it easier to manage in the future.

Benefits. Work is work, not your life. You want to use work and business to your advantage to enjoy your time outside of work. Consider freelance or contract work, set goals to make work, work for you, eliminate unnecessary expenses. A work-life balance is essential to happiness and productivity.

Remember, your goal is to get all these systems in place early on and use that four-step process to eliminate, prioritize, automate and delegate. You will be able to grow your business and remove yourself instead of being stuck in the middle of it every day. You are creating all this upfront, so you can sit back and allow the business to profit and prosper with minimal upkeep on your part. Then you will be embracing the benefits and the work-to-live lifestyle because your business and your money are working for you.

Extra Resources

Books:

-Tony Robbins (Awaken the Giant Within & Unshakeable)
-Jordan Belfort (Way of the Wolf)
-Tim Ferris (The 4-Hour Workweek)
-Grant Cardone (The 10X Rule)
-David Meltzer (Game-Time Decision Making)
-Simon Sinek (Find Your Why & Start with Why)
-Robert Kiyosaki (Rich Dad Poor Dad & Cashflow Quadrant)
-Gary Vaynerchuk (Crushing It!)
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About The Author

Dr. Connor Robertson is a Physician, Entrepreneur and Podcaster. He has spent the past 6 years travelling between the USA and Canada for education, business, leisure and charity. He is focused on giving back to the world through Habitat for Humanity and other domestic social causes. Connor is heavily invested in entrepreneurship, mentorship and scaling micro-businesses after leaving clinical practice in 2019 and currently resides in Pittsburgh, Pennsylvania.

In this book, you will find a series of techniques to help grow and idea into something more. It will cover idea creation, systemizing a business and ultimately going through the 4 step process:

1. Elimination
2. Prioritization
3. Automation
4. Delegation

This book is the entrepreneur's guide to success. It is designed for those who do not have the resources of a typical business but wish to give back to the world through their skill. Whether or not you

are running a service business, product business, consulting, eCommerce or other, this book is sure to provide techniques to help you succeed with your gift.

Dr. Connor Robertson